



# RegGov

Regional Governance of Sustainable Integrated  
Development of Deprived Urban Areas

## Final Report



Connecting cities  
Building successes





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May 2011





# ABSTRACT

## Context and main objectives of RegGov

Nine partners from eight countries have participated in the URBACT network RegGov – Regional Governance of Sustainable Integrated Development of Deprived Urban Areas. All partners have produced and submitted integrated and sustainable Local Action Plans, making use of the opportunity of a transnational network with peer reviews and the establishment of Local Support Groups.

The URBACT programme encourages the cooperation between partners from European cities and the Managing Authorities of the Operational Programmes in order to link local urban policies with the Operational Programmes.

The main challenges of the RegGov network have been the fostering of sustainable and integrated urban and neighbourhood development policies and the creation of participatory processes in policy-making and policy implementation. The RegGov network focuses on the role of cooperation and integration at and between different administrative levels for multiply-deprived urban neighbourhoods dealing particularly with the following question:

How can an efficient model and good forms of governance in integrated neighbourhood development be established and implemented in order to achieve successful and sustainable integrated neighbourhood regeneration?

» Allowing for a lasting and efficient “horizontal cooperation” between all relevant actors on the local level and making sure that all relevant key players, associations and organisations contribute to the development and implementation of Integrated Local Action Plans, so that all possible resources are activated and integrated and all possible synergies are realised.

» With a special focus on the question of how to achieve improved and more reliable forms of “vertical cooperation” – from the neighbourhood across the city level to the level of Managing Authorities. This topic has received special significance through the mainstreaming of the urban dimension in European policy – creating regional authorities all over Europe with a new and decisive responsibility in the field of integrated urban and neighbourhood development.

The RegGov network has been working in this field for three years, developing, testing and disseminating new models of good governance through the creation of Local Support Groups and the development of integrated Local Action Plans in nine Partner Cities in eight Member States of the European Union.

The European Commission has assigned the Fast Track Label to the RegGov network, which is an additional incentive for a particularly close cooperation between the Cities and their Managing Authorities when elaborating Local Action Plans.

## Primary results

Governance is the core element of all integrated development and regeneration strategies and programmes. The main objective is to improve the horizontal and vertical cooperation, and to provide all regional and local actors with the know-how and tools to develop and implement neighbourhood regeneration strategies. The strategic involvement and cooperation can help create a stronger sense of motivation and responsibility among all involved actors – for the development, implementation and funding of regeneration strategies.

Regional governance is an issue that has not been recognised as crucial for a long time. The concentration on neighbourhood development

issues from a local perspective is already a challenging field, with needs of highly professional and complex work, but it can only be the first step and must be embedded into a broader context. Action fields which are of importance for neighbourhood development usually extend beyond the boundaries of a quarter or neighbourhood. The perspective has to include all necessary levels, taking into account all relative competences and interrelationships.

In addition to the promotion and support of projects for deprived neighbourhoods based on integrated local action plans and schemes, one very important issue still remains unclear in many cases: how to establish long-term perspectives of structures developed within limited projects, and how to define the role and potentials of civic actors in these strategic consolidation processes.

The following strategic principles of action have been developed:

- » Integrated development and action planning
- » Bundling of resources
- » Neighbourhood management
- » Participation and activation of inhabitants
- » Accompanying monitoring and evaluation of the effects

The challenge is to motivate and activate local communities and citizens to take an active role in the improvement of their housing and living conditions. The RegGov network has tested new organisational and financial tools and creative methods of participation. This expands the capacity of cooperation between the public sector and the local communities.

RegGov has developed comprehensive local partnerships with all relevant actors who can contribute to the success of a regeneration or development strategy. National/regional institutions, urban key players and local stakeholders are part of Local Support Groups in each Partner City.

The following main elements of vertical governance have been identified within the common work:

- » Culture of cooperation
- » Reciprocal trust
- » New communication structures
- » Learning process for all partners

Vertical integration is crucial because it can provide political and strategic support. It can supply advice on how to bundle different programs and funding opportunities. The challenge is to overcome policies delivered through vertical “silos“ which are mirrored in sector programme structures. The coordination of sector policy areas needs to be improved. This is also a question of effectiveness in terms of neighbourhood regeneration. A higher regional level can resource a larger number of neighbourhoods.

Furthermore, the Managing Authorities need the cities to fulfil the objectives they have developed in the Operational Programmes. This is why the MA should create a platform for the cities focussing on good applications as they relate to their programmes. This is a question of governance and of direct and trustful co-operation, based on an analysis of the interests of the involved stakeholders.

## **Ten Recommendations**

### **Challenges and Conditions of Good Multi-Level Governance**

1. Strengthening regional governance from the bottom to the top: No local projects without integrated city-wide strategies
2. Integrated urban development: Area-based and cross-sector approaches
3. Activating and enabling inhabitants: Short-term successes and long-term visions
4. City networking: Give institutions a face and build up mutual trust
5. Coalition-building: Cooperation as a principle of work
6. Physical and infrastructure investments: Linked to socially integrative activities
7. Monitoring at all involved levels: Early warning system and seismograph of results
8. Special funding programmes: A chance for social innovation input in mainstream policy
9. Bundling where necessary: Stronger integration on programme level
10. Urban agenda: Strong role of cities in the next EU funding period

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# 1. INTRODUCTION

During the course of more than two decades, the European Union has been active in urban development, in particular in the field of urban regeneration. This has been institutionally recognised with the Community Initiatives URBAN, the Urban Dimension of the ERDF and the URBACT programme providing financial support and incentives to the integrated approach in the development of European cities and their policies. The URBACT programme encourages the cooperation between city partners and the Managing Authorities of the Operational Programmes in order to link local urban policies with the Operational Programmes.





RegGov map

In the 2007 “Leipzig Charter on Sustainable European Cities”, all EU Member States’ Ministers responsible for Urban Development committed themselves to the principles of integrated urban development. The definition given in this intergovernmental policy document reflects the European perspective.

“We recommend that European cities consider drawing up integrated urban development programmes for the city as a whole. These implementation-oriented planning tools should

- » describe the strengths and the weaknesses of cities and neighbourhoods based upon an analysis of the current situation,
- » define consistent development objectives for the urban area and develop a vision for the city,
- » coordinate the different neighbourhood, sectoral and technical plans and policies, and ensure that the planned investments will help to promote a well-balanced development of the urban area,
- » coordinate and spatially focus the use of funds by public and private sector players and

» be co-ordinated at local and city-regional level and involve citizens and other partners who can contribute substantially to shaping the future economic, social, cultural and environmental quality of each area.

Co-ordination at local and city-regional level should be strengthened. An equal partnership between cities and rural areas as well as between small, medium-sized and large towns and cities within city-regions and metropolitan regions is the aim.” (Leipzig Charter 2007)

The main challenges of the RegGov network have been the fostering of sustainable and integrated urban and neighbourhood development policies and the creation of participatory processes in policy-making and policy implementation. The RegGov network focuses on the role of cooperation and integration at and between different administrative levels for multiply-deprived urban neighbourhoods dealing particularly with the following question: How can an efficient model of good governance in integrated neighbourhood development be developed and implemented in order to achieve

## The RegGov Partnership

Partner city	Convergence/ Competitiveness	State	Region	Inhabitants
Municipality of Duisburg, Lead Partner	Competitiveness	DE	North Rhine-Westphalia	494,000
Municipality of Halandri	Competitiveness	GR	Attica Region	71,000 (Athens: 2.8m)
Municipality of Köbanya (Budapest)	Competitiveness	HU	Central Hungarian Region	77,800 (Budapest: 1.7m)
Municipality of Nijmegen	Competitiveness	NL	Province of Gelderland	162,000
Municipality of Nyiregyhaza	Convergence	HU	Észak-Alföld Region	120,000
Municipality of Ruda Slaska	Convergence	PL	Silesia Voivodship	144,000
Municipality of Satu Mare	Convergence	RO	Satu Mare County	114,000
Municipality of Siracusa	Convergence	IT	Sicily Region	124,000
Municipality of Södertälje	Competitiveness	SE	Stockholm Region	86,000

successful and sustainable integrated neighbourhood regeneration?

The RegGov network has been working in this field for three years, developing, testing and disseminating new models of good governance through the creation of Local Support Groups (LSG) and the development of integrated Local Action Plans (LAP) in nine partner cities in eight Member States of the European Union. All partners have produced and submitted integrated and sustainable Local Action Plans, making use of the opportunity of a transnational network with peer reviews and the installation of Local Support Groups.

### *Main aspects highlighted in the report*

#### Co-production of Local Action Plans for deprived urban neighbourhoods

The Local Support Groups installed in all Partner Cities have contributed to anchoring the integrated approach in co-production of the LAP and to creating a broad consensual platform on the neighbourhood development throughout the city. The variety of stakeholders involved in the

LSG stresses the need to specifically identify the “right” constellation of groups and persons involved for each neighbourhood. At the same time, it is the pre-condition for a local consensus and co-production on par with each other.

#### Fields of governance: Integrated neighbourhood development in practice

Within the thematic work of RegGov, selected examples from all partners have been produced. They illustrate the integrated approach in practice, with specific locally based questions, challenges and solutions, but all include transfer potentials to other situations.

#### General conclusions: Ten Recommendations for Regional Governance

A synthesis from the RegGov exchange and its work will be given in the final chapter: What are the lessons learnt? What are the needs and perspectives for the next structural funding period (2014-2020) to improve urban policy interests at EU level? What should be put on the Urban Agenda in terms of a more efficient cohesion policy in the future period?



*RegGov partners in the Teatru du Nord, rehabilitation project in Satu Mare*

## 1.1 Network Issues and Questions

The main issue of the RegGov network is the question of how good forms of governance can be established in integrated urban and neighbourhood development:

- » allowing for a lasting and efficient “horizontal cooperation” between all relevant actors on the local level and making sure that all relevant key players, associations and organisations contribute to the development and implementation of integrated Local Action Plans, so that all possible resources are activated and integrated and all possible synergies are realised.
- » with a special focus on the question of how better and more reliable forms of “vertical cooperation” – from the neighbourhood across the city level to the level of Managing Authorities – can be achieved. This topic has received particular significance through the mainstreaming of the urban dimension in European policy – creating regional authorities across Europe with a new and decisive responsibility in the field of integrated urban and neighbourhood development.

The following guiding questions have been posed as a starting point of reflection within the network:

- » How to develop long-term integrated Action Plans and the necessary related financial planning for the sustainable regeneration of deprived urban neighbourhoods?
- » How to monitor progress and achievements in integrated neighbourhood regeneration as a tool for local decision-makers as well as Managing Authorities?
- » How to establish and maintain comprehensive and sustainable partnerships for integrated neighbourhood regeneration?
- » How can good forms of governance and vertical cooperation for integrated urban development planning be developed and maintained between cities and their regional authorities?
- » How can good forms of regional exchange, learning and cooperation in the field of integrated urban regeneration between cities in European regions be developed and maintained?
- » How can representatives of the private sector as well as the local communities and their associations be successfully integrated into efficient governance models and the development as well as implementation of integrated Local Action Plans?
- » How can the most excluded groups in our urban societies – e.g. members of the Roma communities – be integrated into the social, cultural and economic life of their cities by using participation processes as a starting point for their re-integration?
- » How can efficient citywide monitoring and evaluation systems be developed and applied in order to allow local policy and administration to intervene at an early stage in neighbourhoods which are at risk of degradation and social exclusion?



## 1.2 Common Challenges and Objectives

Regional and multi-level governance for the development of deprived urban neighbourhoods means an integrated approach of steering development processes. One of the first steps is to reflect on the term “governance”. The essence of this term lies in the broad interpretation of the respective constellations of stakeholders, levels and sectors involved. Etymologically, the origin of the notion “governance” is from the nautical language – in Greek, the verb *kyberman*, and in Latin, *gubernare*. In both cases it has to do with the navigation of a ship. However, already Plato used the Greek word in the metaphoric sense of governing people. Since the 14th century the word “governance” in English is used to mean *manner of governing*. The linguistic relationship between *government* and *governance* reveals the link and interaction between political-administrative steering and social self-regulation. Governance in the Anglo-Saxon context is used within a broad range of governing, from the local to the global level. It includes enterprises and policy networks, and is also used to describe entire policy fields or economic sectors (cf. Botzem 2002, 16).

Integrated urban regeneration is one of the fields in which manifold challenges need to be tackled. Horizontal and vertical cooperation are necessarily linked. On the one hand, focusing only on horizontal relationships within the cities and neighbourhoods would ignore the importance of the regional, national and supra-national framework as a black box, although crucial policy conditions for acting at local level have been identified at all levels. On the other hand, the RegGov network has been working to elaborate this issue of multi-level interrelations in order to give more attention to local development, in particular in urban areas.

In the European Fifth Cohesion Report published in November 2010, the importance of the urban dimension within the EU 2020 strategy (European Commission 2010a) has been confirmed, but it still needs to be specified further: “Urban problems, whether related to environmental degradation or to social exclusion, call for a specific response and for direct involvement of the level of government concerned. Accordingly, an ambitious *urban agenda* should

be developed where financial resources are identified more clearly to address urban issues and urban authorities would play a stronger role in designing and implementing urban development strategies.” (European Commission 2010b, XXIX)

### Challenges of the RegGov partners

The RegGov Partner Cities are facing a broad range of challenges regarding their respective disadvantaged neighbourhoods:

#### Duisburg

The challenges facing Duisburg include the consequences of the structural change of old-industrial areas, e.g. high unemployment rates, spatial and social segregation, ongoing population decline and ageing, and the continuous trend towards a multi-ethnic urban society. In terms of governance, the aspects of interest are how to implement long-term, sustainable measures and how to stabilise the targeted neighbourhoods.

#### Halandri

Growth within the target area is so strong – largely due to private housing construction – that the city is unable to provide the necessary social and technical infrastructure or green spaces that are needed. This is one of the main challenges. What is required in terms of governance is that organisations, public authorities and the various tiers of state administration learn to work together.

#### Köbanya

Besides the physical renewal of the neighbourhood, the main challenge is to address the disadvantaged, the poor and the excluded in a manner which encourages them to get involved as active partners in initiating and implementing innovative development strategies within the neighbourhood.

#### Nijmegen

In the target area, a newly built Central Integrated Community Centre is to serve the various disadvantaged groups living in the neighbourhood as well as the new inhabitants of a planned high-quality, waterfront housing project. The intention is to integrate these two elements to form a potential for the disadvantaged areas.

### Nyiregyhaza

This municipality, with a long-term integrated action plan for the target area, wants to face the difficulties and address those who are most stigmatised, particularly the long-standing local Roma community, by establishing local partnerships for the regeneration of the housing estate and the access to school education, and by integrating them into the social, cultural and economic life of the city.

### Ruda Slaska

The challenge here is the physical regeneration as well as the creation of a sustainable development policy for the target area, and the reduction of social exclusion. The progress from a disorganised local community to the active involvement of inhabitants is promising, and the opening of a common room in the housing estate had an important role in this process. The fact that inhabitants grouped together have a greater impact on authorities was a consolidating factor for them. With time, it became apparent that the community can be an equal partner for authorities and institutions.

### Satu Mare

The challenge here is to improve the quality of life and ensure a coherent development and renewal of public spaces and buildings. The difficult tasks for the local authorities include the establishment of viable local partnerships, the development of sustainable regeneration policies and securing the financing for projects.

### Siracusa

Despite the successful revitalisation of the city centre, large sections of the city remain unaffected by this positive development and have become increasingly stigmatised and disadvantaged. Each local strategy has a special focus: in one neighbourhood it is on immigration issues and the rehabilitation of the quality of the public space, another is concerned with youth criminality. The Local Action Plan of the target area close to the city centre is focused on housing policy, with a strategy to attract younger people to the area.

### Södertälje

The challenge in this case is to support and activate disadvantaged groups like young unemployed and migrants, so that they enter the labour market and help stabilise the neigh-

bourhood through partnerships and renewal initiatives, thereby making an active contribution to improving their living and housing conditions. This requires the linking of public authorities and private actors, such as businesses, in partnership and innovative joint ventures.



*RegGov cluster meeting – field visit preparation*

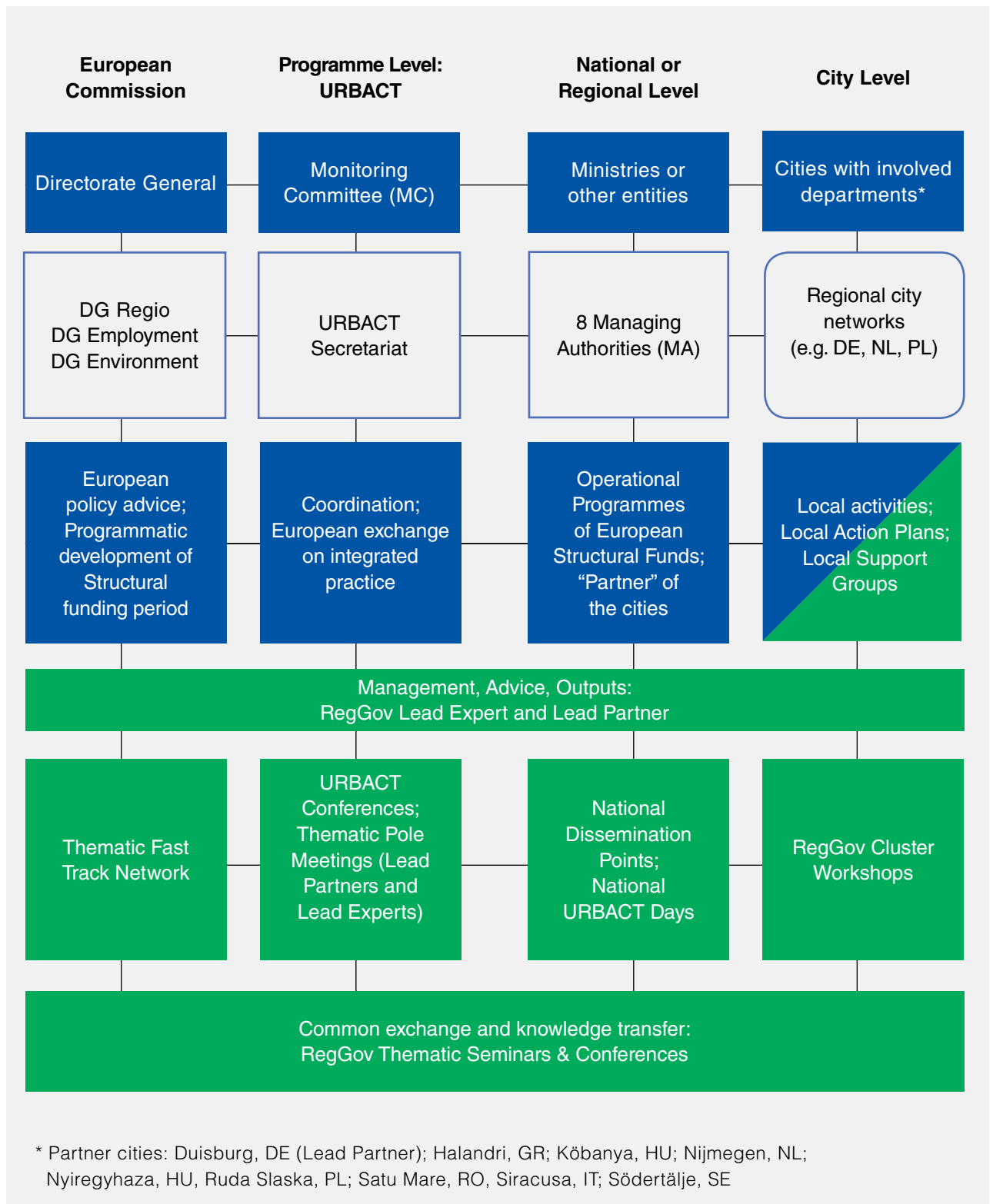
## 1.3 Experiencing the Integrated Urban Development Approach: the RegGov Network

The European Commission has assigned the Fast Track Label to the RegGov network, which is an additional incentive for a particularly close cooperation between the Partner Cities and their Managing Authorities when elaborating Local Action Plans.

In terms of expectations from DG REGIO towards Fast Track Networks, fostering cooperation between Managing Authorities and Cities is one of the most relevant expectations:

- » to establish regular exchange with cities and Local Support Groups;
- » to help feed the key lessons learnt from the network into the strategic reporting and to contribute with input for the 5th Cohesion Report;
- » to help ensure the implementation of Local Action Plans;
- » to actively capitalise on experience and practice;
- » to put high emphasis on active communication and dissemination.

## Governance relations within the RegGov network





*RegGov partners in the Town Hall of Nyiregyhaza*

The exchange and the knowledge transfer in the RegGov network have been guaranteed by a continuous and intensive support within plenary Thematic Seminars and focused Thematic Clusters on four identified topics of partner cities and their Managing Authorities (cf. Timeline with RegGov meetings in the annex).

### *RegGov Thematic Clusters*

Cluster 1	New forms of regional cooperation in integrated neighbourhood regeneration
Cluster 2	The involvement of private sector and community representatives in efficient governance models for the regeneration of deprived urban neighbourhoods
Cluster 3	The integration of Roma population and other disadvantaged groups into the social, cultural and economic life of their cities
Cluster 4	The function of city-wide monitoring systems and evaluation for the development in urban neighbourhoods

Building networks at (or between) different levels turns out to be crucial, especially for deprived neighbourhoods. The general set-up of cooperation differs from one partner to the next. The framework conditions of the RegGov partners, when discussing regional cooperation, are diverse:

- » Partners with different cultural backgrounds and traditions of regional cooperation and planning
- » Convergence and competitiveness areas with different socio-economic conditions
- » Institutional backgrounds: 8 countries with different State structures and administrative systems
- » Different dimensions, sizes and different types of cities (in agglomeration, polycentric or monocentric, e.g. capital regions, with rural surroundings etc.)





## 2. REGIONAL GOVERNANCE IN PRACTICE

Across Europe, deprived neighbourhoods in the cities are characterised by multi-problem situations, but also through potentials that have to be further developed and disseminated.

The problems include deficits in the physical and environmental structure, as well as in the technical or social infrastructure. Low incomes and above-average unemployment rates, accompanied by difficult local economic structures are widespread. The co-existence of different disadvantaged groups usually creates a bad image for the neighbourhood and often means a vicious circle for those living here.

In spite of these difficult conditions, these neighbourhoods offer niches and possibilities for a huge variety of groups in need of support, and they fulfil an important social function in terms of integration for a balanced development within the cities. The strengthening of social cohesion within the cities is one of the objectives where an integrated approach of neighbourhood development is needed and has been introduced and implemented in European countries.

The mode of operation of public authorities is already undergoing a process of transformation: Cross-departmental work in teams with flat hierarchies is slowly establishing itself. Especially on issues like integrated urban development, new potentials of cooperation are being offered and synergies are being created that cannot be expected from the traditional working structures. So far, these innovation potentials have only been partially explored.

Regional governance is something that for a long time was not considered a crucial issue. The concentration on neighbourhood development issues from a local perspective, however, can only be the first step and has to be embedded into a broader context. Action fields that are important for neighbourhood development usually extend beyond the borders of a quarter or neighbourhood. The perspective has to include all levels necessary, with the relative competences and interrelationships.

“I have learnt that we have a lot to learn. Our situation as a new EU member is that we are at the beginning of cooperation: We have to tie the connections between our level and the level of the Managing Authority and other levels. I understand this funding period until 2013 as a learning process. During the next funding period we have to use what we have learnt in new projects.”

(Tomasz Rzezucha)

What is important is that the integrated approach should not be an aim in itself. When it comes to long-term experience with integrated plans, you have to identify very precisely who or which (parts of) departments should be involved. The Dutch partners had the experience that in one local action plan, it took so long to find an agreement that in the meantime the reality had changed. Standard negotiations and agreements in conferences and meetings usually take up considerable time. The scope of the integrated approach should be to develop an agenda of opportunities within a mutually agreed framework of topics and deadlines. After a joint analysis and an agreement on these opportunities, no common plan is elaborated. Each partner at the table, from different institu-

tions or departments, is free to choose to work on those elements that are of concern.

Besides the promotion and support of projects for deprived neighbourhoods based on integrated Local Action Plans and schemes, one very important issue still remains unclear in many cases: how to establish long-term perspectives of structures developed within limited projects and the role and potentials of civic actors in these strategic consolidation processes. For example, it is one of the key issues for the North Rhine-Westphalian cities. An analysis on the experiences and potentials of transferability and sustainment of integrative neighbourhood development has been recently published (cf. MWEBWV 2011).

The many facets of integration that have to be seen as complementary, in an interplay between the communities, also need a common agreement or agenda on strategic principles of action.

- » Integrated development and action planning
- » Bundling of resources
- » Neighbourhood management
- » Participation and activation of inhabitants
- » Accompanying monitoring and evaluation of the effects

#### *Local cooperation*

Relationship between different actors within the neighbourhood and between neighbourhood and city

#### *Horizontal cooperation*

Relationship / networks between cities within a determined area

#### *Vertical cooperation*

Relationship between cities and Managing Authorities

An important fourth dimension is the combination or the link between the different types of cooperation, in certain cases developed and run in terms of a multi-level approach.

Consequently, the promotion of all different types of cooperation and relationships means the involvement of actors from different categories and with different interests and competences. For example:

Territorial level of competences, e.g.	Neighbourhood City Region/Intermediate level State European level	
Sectors and departments, e.g.	Urban development Economic affairs Social affairs/Welfare Employment Education/Schools Culture, Sports etc.	
Public and private sphere, e.g.	<i>Public</i> Public administration Politicians and decision-makers Public companies <i>Semi-Public</i> Welfare organisations (partially) Housing companies	<i>Private economic actors</i> Companies and entrepreneurs not locally based Local business owners (partially) Housing companies Single owners <i>Civic actors</i> Civic organisations representing (parts of) the community: youth/children, migrants/ethnic groups, handicapped, elder people etc. Associations of inhabitants Engaged individuals and inhabitants

## 2.1 Local Cooperation: Neighbourhoods and Cities

Starting from the Brundtland report in 1987, the concept of sustainability has been seen as an integrated development approach of social, economic and environmental factors that must be included and balanced. Horizontal and vertical integration are necessary preconditions for the regeneration of deprived neighbourhoods. An uneven, disintegrated or fragmented approach can lead to imbalances.

A successful and sustainable regeneration of disadvantaged neighbourhoods has become more and more “a matter of cooperation and partnership”. New models of urban governance are needed to cope with urban problems and challenges.

Local integration means, for instance, neighbourhood regeneration integrated with local employment initiatives. Empowerment and active participation at local level can take place

while building up social capital. It is a holistic approach to local development.

One crucial question concerning local governance is how to find a balance between competition among single activities, projects and neighbourhoods in a city, and cooperation in finding good priorities and to achieve a balanced integrated development for the whole city. In certain cities with more experience, some strategic elements have been introduced: A monitoring mechanism in the city of Nijmegen assesses the situation in the neighbourhoods every two years in the form of a survey using the same indicators. It also shows the priority actions and is a tool for politicians, because they have the last word on investments.

In Nijmegen, there have been vertically organised departments for many years. A growing need to work together and formulate integrated approaches in some projects has created a temporary matrix of relations. Then Nijmegen created a department that works horizontally in

the integration of social, cultural, physical and economic issues. It is also responsible for the Local Action Plan.

“As I see it, RegGov is an opportunity to meet partners from other EU member states and from Brussels. And for us as an MA, it is one of the few chances to meet and work together with other MAs. Our primary role in RegGov is to stimulate activities together with our partner city Nijmegen, and also to help them with EU-funding for their Local Action Plan.” *(Wilko van Kalkeren)*

At the beginning of the 1990s the first two neighbourhoods in Duisburg were chosen for intervention, and there was no doubt about the choice. Later, other deprived areas were added. It was the same process as in Nijmegen, with the necessity of creating indicators and deciding the priority for the most deprived areas. The specialised knowledge from colleagues from different departments working on that area was helpful, and was systematically used for the interpretation of the collected data. There were situations in some neighbourhoods where small interventions were sufficient, with small neighbourhood management directly

organised by the municipality. In other, more complex situations, integrated Local Action Plans had to be prepared, which requested special funding from the Managing Authority.

Such a criteria-based priority list usually is a much better approach when it comes to making a case in front of local politicians than presenting a catalogue of 100 potential projects and giving them advice for their political decisions. What is also needed while preparing the list of activities in the Local Action Plan are alliances with partners who usually do not work together, but who are important for political decision-making.

The challenge is to motivate and activate local communities and citizens to take an active role in the improvement of their housing and living conditions. The RegGov network is testing new organisational and financial tools, as well as creative methods of participation. This enlarges the capacity of cooperation between the public sector and the local communities.

RegGov develops comprehensive local partnerships with all relevant actors who can contribute to the success of a regeneration or development strategy. National/regional institutions, urban key players and local stakeholders are part of Local Support Groups in each Partner City.



## 2.2 Horizontal Cooperation: City Networks

The outcomes of cooperation and the involvement in different networks have to be analysed precisely. The engagement in many institutions and networks can also be an effort which is difficult to achieve because of the duties, the time etc. The integrated work within networks is a learning process which is not easy and takes time. In a municipality it is already difficult to communicate between different departments when people are not open-minded and not used to cooperate in a cross-sector perspective. Often they do not want to adapt new approaches, like integrated development schemes.

The different roles and goals of the participants must be identified:

1. Level / partner of cooperation
2. Political and financial circumstances
3. Political legacy – on which issue? By whom?
4. Open results vs. planning
5. Methods used

It is a challenge to identify common interests and create win-win situations for all partners. The creation of reciprocal trust starts between single persons who are willing to cooperate, but it is a long-term process. The first step is crucial. Networking does not immediately produce results. Building up trust is a long-term perspective, but then you can also rely on it for other tasks and activities in the city.

In the Netherlands, there is a broad consensus regarding the fact that cities and provinces in the country should cooperate closely, since they have the knowledge and they know what approaches to take with deprived neighbourhoods. The Managing Authority offers strong support to the networks in terms of subsidies because it is important to share knowledge and to create a platform for that. For decisions on funding criteria are made together with the municipalities. This cooperation among the cities is very helpful, and the MA is not only asking for finished local action plans for deprived areas, but also for a common discussion on open questions as a basis for the plans.

### *Networking as a learning process*

The added value for the cities includes:

- » exchange of know-how,
- » discussion on experiences,
- » learning from good practice examples and
- » the elaboration of common positions.

The added value for the regions includes:

- » improvement of competitiveness of the region,
- » better and more qualified applications for funding from the cities,
- » more efficient communication between city networks and Managing Authorities.

The Polish example, the Metropolitan Association of Upper Silesia, or “Metropolia Silesia”, is a relatively young network established by 14 municipalities and registered in 2007 – “something more than cities, something less than a region”. The Association’s aim as a form of horizontal cooperation is to co-ordinate tasks and activities which are not the duty of individual cities, but rather common projects in which cities can have advantages carrying them out together. As a body, the association can also act as project partner for funding. The association is funded by the adherent municipalities. All mayors of the cities are represented, but there is no metropolitan political level or legal entity, it is a voluntary association.



## THE REGIONAL CITY NETWORK “SOCIALLY INTEGRATIVE CITY NORTH RHINE-WESTPHALIA”

*Author: Hedwig Drehsen, City Network “Socially Integrative City NRW”, Essen*

In the regional city network “Socially Integrative City NRW”, municipalities from North Rhine-Westphalia are represented which are involved or plan to be involved in the State/Federal-State urban development funding programme “Socially Integrative City”.

### *Cities as motors of regional development: the initiative of the municipalities*

The initiative to establish the city network “Socially Integrative City North Rhine-Westphalia” in 1994 was the result of a number of practical questions and little knowledge when the funding programme was started. The idea for the city network was created on the initiative of employees of several cities who gained initial experiences with the “new” programme “Urban neighbourhoods with special regeneration demand – Social City” in North Rhine-Westphalia.

The goal of the self-organised inter-municipal cooperation was to support the implementation of the programme on working level through an inter-municipal cooperation, aimed at:

- » the development of shared positions and quality standards for urban development in NRW,
- » learning from each other in practical issues in terms of programme implementation,
- » networking of civic employees of neighbourhood development,
- » supporting members through the exchange with other stakeholders of urban develop-

ment and scientific support and counselling of their work.

The city network “Socially Integrative City North Rhine-Westphalia” took up its work in 1999 with a cooperation agreement between 13 cities. This constituted the first comprehensive and regional concept of quality improvement of the development of urban neighbourhoods on municipal basis.

Participation in the city network “Socially Integrative City North Rhine-Westphalia” is open to all municipalities in North Rhine-Westphalia implementing integrated action plans in the context of the programme “Socially Integrative City”, or which are interested in integrated neighbourhood development. To date, 35 cities have declared their will to cooperate with an agreement of the responsible bodies. Three of them have since left the network after finishing their work within the programme.

The financing of the joint work is provided through cost sharing between the associated communities. Allowances are bestowed for

specific projects such as evaluation, meetings, online presence, or a project competition supported by the Ministry for Economic Affairs, Energy, Building, Housing and Transport of the State of North Rhine-Westphalia (MWEBWV).

### *The office*

The Network Office is situated in the City of Essen. An executive committee composed of selected organised cities deliberates with the Network Office on actual tasks. An advisory board made up of representatives of the cities decides on principal questions as well as on strategic matters of the network, and determines the annual activity programme as well as the allocation of resources. Two spokesmen formally represent the city network "Socially Integrative City North Rhine-Westphalia".

The office is accessible for all individual concerns (such as labour market policy, citizen participation, subsidy law) and researches current relevant information on support programmes, competitions, further education and advisory services, job offers and events. It provides knowledge informally and quickly via email and/or via intranet, accessible only for members.

### *Future knowledge for the region: Qualification of municipal staff*

The aim of the city network "Socially Integrative City North Rhine-Westphalia" is to provide information about integrated neighbourhood development and to make its implementation and advancement a common task in the local authorities of North Rhine-Westphalia. The city network offers interdisciplinary information, knowledge and competence transfer, and provides impulses for the municipal work and support on site. Expertises and comparative experiences are collected, and instruments and methods of neighbourhood development are adopted and developed.

If required, working study groups are established for a limited period for different topics (e.g., neighbourhood fund, target system and self-evaluation, programme implementation ERDF, helpful consultation, emergency budgets), and advanced training is offered for free (regularly for members, but also for honorary

employees), e.g. relating to press work, presentations, contract law, fundraising and methods and tools.

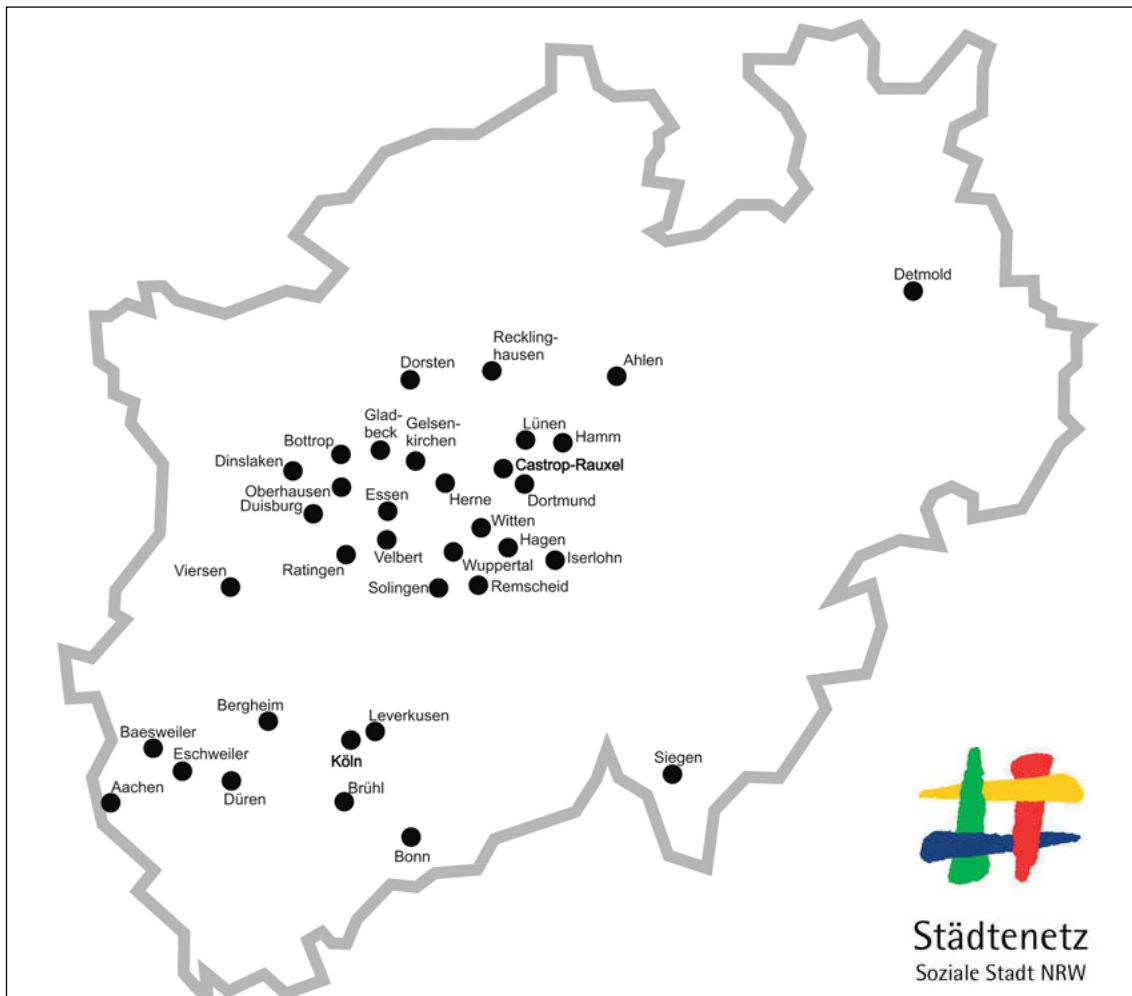
Several times a year, discussions and seminars are held for the members to discuss basic questions of cooperation and also to identify new subjects and to continuously check and improve practical implementation with the help of external professional experts. Examples of subjects so far: integration, crime prevention, local economy, ethnic economy, image, self-evaluation, role of neighbourhood management, services close to households.

### *Knowledge transfer and mutual help*

The exchange between the neighbourhoods should be developed more systematically. There is an understanding of the needs involved for this, but the know-how also needs to be offered in the neighbourhoods, from coordinators and neighbourhood managers. The mutual help among the neighbourhoods that has been provided up to the present through the Network Office should lead to a greater knowledge inventory to facilitate the exchange between all 35 member towns / up to 61 neighbourhoods, in order to allow more synergies in times of financial difficulties for the municipalities. Visiting fellowships and mentoring, information and material exchange have been good instruments to introduce "new" members to the complex subject matter. A forum in the intranet and an open conversation atmosphere allow "the short wire" between the members.

### *Common events and conferences*

- » monthly meetings for the members, also with visits and talks by experts from research institutes, associations or federal state authorities on contents of the programme
- » working groups, project markets and workshops organised by members
- » common realisation of public relations projects (conferences and exhibitions, competitions, common presence at info stands at appropriate events etc.)
- » accompanying scientific studies and consultation, advanced trainings, excursions and study journeys for the members
- » professional publications published directly by the Network Office



Map of the city network members

### *“Region-wide” quality: Setting regional standards*

In the city network “Socially Integrative City North Rhine-Westphalia”, basic quality characteristics and methods of neighbourhood development can be discussed in a common discourse, backed by scientific methods. A collection of good practice examples for the solution of socio-spatial problems is provided on the website [www.soziale-stadt.nrw.de](http://www.soziale-stadt.nrw.de) (re-launched February 2011).

Particular emphasis is to be placed on the applied research approach for the development of “context indicators” for all neighbourhoods involved in the programme. An indicator set has been agreed upon in cooperation with the cities’ department of statistics and has been applied. This is significant because the data collection varied greatly between the cities, which made a uniform overview of measurable criteria difficult.

A substantially improved basis has been created for the development of action programmes and the monitoring of development processes and their comparative assessment. Furthermore, the towns in the city network have committed to carrying out a self-evaluation. A position paper gives instructions for changing management approaches in view of a stronger “spatial orientation” of municipal activities.

### *Theory in the practical test: Evaluation and research*

The city network “Socially Integrative City North Rhine-Westphalia” has published a unique series on evaluation provided by renowned research institutes. For several years there has been an analysis of individual action fields of neighbourhood work, as well as of structural characteristics of an area, process planning and coordination forms in the programme neighbourhoods of the member towns.



The survey of the programme areas of the city network covers an extensive investigation field for comparative (long term) studies which have been jointly commissioned by the member towns via the Network Office. Systematic analysis further professionalises the development of objectives and evaluation of the work in the neighbourhoods.

The experiences of the federal state North Rhine-Westphalia as “a forerunner” in dealing with the specific spatial characteristics (one of the biggest agglomerations, population density, structural change, industrial culture...) can also offer support and inspiration to other regions in Germany and Europe.

### Shaping variety together: Cooperation

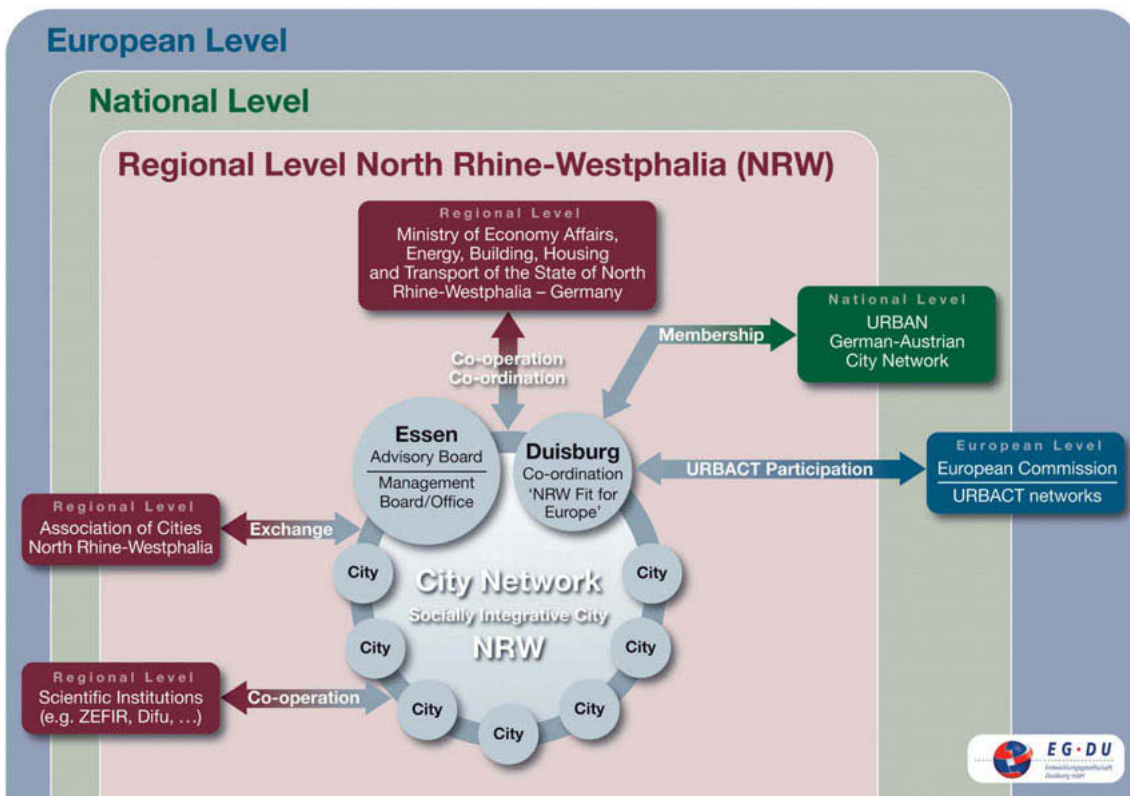
In the course of its existence, the city network “Socially Integrative City North Rhine-Westphalia” was able to establish reliable communication structures and new forms of cooperation between partners from the public sphere, science and welfare, and to consistently expand these forms of cooperation. In the meantime,

it has become the kind of “institution” which is demanded by third parties to initiate cooperation.

The city network “Socially Integrative City North Rhine-Westphalia” is in regular contact with the regional ministries, in particular with the Ministry for Economic Affairs, Energy, Building, Housing and Transport of the State of North Rhine-Westphalia, as well as with the district governments. Moreover, the network reflects – if necessary in anonymised form – problems and incompatibilities or similar difficulties so that open questions can become clear and can be solved, and also to support the advancement of the programme through sharing practical experiences.

In 2003 a formal contract was signed between the city network “Socially Integrative City North Rhine-Westphalia” and the town planning ministry of North Rhine-Westphalia, which stresses the intention of a continuous cooperation within the programme. The network is linked to the “Städtetag”, the association of cities in North Rhine-Westphalia.

## Working Structure of the City Network ‘Socially Integrative City NRW’



Since 2008, subjects like regional networking, continuity and self-evaluation have been taken into account by the member EG DU Development Agency Duisburg GmbH (EG DU), also within the framework of RegGov, in order to transfer available know-how at European level, in particular because in the current funding period, EU-structural funds are being used for urban development in North Rhine-Westphalia.

The city network “Socially Integrative City North Rhine-Westphalia” is co-financing the project “North Rhine-Westphalia – Fit for Europe”, based at the EG DU Development Agency Duisburg GmbH, with the task to make acquired knowledge available for the network members in North Rhine-Westphalia.

#### *Communicate interests: Public relations*

Position papers of the city network “Socially Integrative City North Rhine-Westphalia”, conference documentations, press articles and pamphlets present common positions of the member towns to the outside world and inform citizens and professionals about the aims, requirements, contents and working forms of neighbourhood development.

In April 2005, the city network organised the project fair “B.E.S.T.” for the acknowledgment of civic engagement in the neighbourhoods. About 1,500 guests met and exchanged views with experts in talks and discussions on the practical range of integrated neighbourhood development.

Due to the success of this event, which was jointly organised by all neighbourhoods, it will be carried out again in May 2011: Under the title “Active Cities in NRW and Europe”, about 40 neighbourhoods from North Rhine-Westphalia will present their work and activities to a broad audience.

#### *The advantages in brief*

- » short and quick paths to knowledge
- » individual search expenditure is reduced
- » mutual support and consultation
- » qualification of the work on site, (positive) standardization
- » matching of strategies among each other and with third parties (e.g. application of budgetary supervision with voluntary expenditures in the new municipal financial management)
- » standardization of evaluation (many had already begun to develop their own forms)
- » guide from the evaluation for governance at working level
- » comparability and transparency
- » benefits / orders as a by-product
- » innovation work must not be performed by all but will be bundled
- » openness in passing on information
- » platform for mediation towards third parties, intranet forum
- » accepted door opener / actor of the “Socially Integrative City”
- » common website with the regional Ministry (MWEBWV)

### 2.3 Vertical Cooperation: Cities and Managing Authorities

Efficient cooperation and a high level of trust between cities and regional authorities have become a decisive factor in the successful development, implementation and funding of integrated urban development policies. How can European exchange on regional cooperation support sustainable urban development? And how can partners support the disadvantaged neighbourhoods through this network?

As Bernd Mielke from the North Rhine-Westphalian Managing Authority points out, the expectation for results of the RegGov project should be both ambitious and modest, in order to develop guidelines for governance that can be adjusted to local structures and needs and at the same time ensure that they are efficient and open for wider participation.

Governance is the core element of all integrated development and regeneration strategies and programmes. The main objective is to improve the horizontal and vertical cooperation, and to provide all regional and local actors with the know-how and tools to develop and implement neighbourhood regeneration strategies. The strategic involvement and cooperation can help create a stronger sense of motivation and responsibility among all involved actors – for the development, implementation and funding of regeneration strategies.

With a growing focus on area-based programmes, the role of regions as Managing Authorities for the Operational Programmes has become more crucial for European initiatives. RegGov's aim is to strengthen the regional level as crucial partner in urban policy and to develop good possibilities of vertical cooperation with the cities as an important element of the partnership.

Vertical integration is crucial because it can provide political and strategic support. It can supply advice on how to bundle different programmes and funding opportunities. The challenge is to overcome policies delivered through vertical "silos" which are mirrored in sector programme structures. The coordination of sector policy areas needs to be improved. This is also

"As a recommendation for the next funding period, there should be some rule to enforce the Managing Authorities, especially in Poland, in order to make them cooperate closer." (Michal Szydowski) "This includes as an important step also to organise on-site visits for the Managing Authority."  
(Bet Ratering)

a question of effectiveness in terms of neighbourhood regeneration. A higher regional level can resource a larger number of neighbourhoods.

The Managing Authority of the Dutch partner, the Province of Gelderland, is very close to the cities and knows the local situations very well. The province has adopted a two-step mechanism, reserving funding for each city, after which the cities can formulate projects and applications with the guarantee that funding will be provided. This avoids the mechanism by which applications are rejected after one or two years of preparation. This is especially important and reassuring when you are involved in preparing project applications with the participation of inhabitants. And it is a way to keep the competitive mode out of the cities exchange. The same mechanism is applied for ERDF funding on the MA level.

"What I have learnt from this meeting is that, besides the documents and plans delivered, it is most important to have face-to-face contacts discussing and try to understand the different roles of the actors. Solutions should not be found only on the basis of written documents." (Brigitte Grandt)

Cities are in competition with each other. A Managing Authority can push the competition between cities, or they can reduce it in a cooperative and open way. Local administrations want to have the best opportunities for their own city, but of course they also have to take into account the development of the surroundings and the region.

“Cooperation between regional Managing Authorities is now becoming stronger. The problems are quite the same, which makes discussion easier (...). Some other regions are one step ahead, and we cooperate with them in order to avoid mistakes.” *(Tomasz Kolton)*

The Managing Authorities also need the cities in order to fulfil the objectives they have developed in the Operational Programmes. That is why the MA should create a platform for the cities that focuses on good applications relating to their programmes. This is a question of governance and of direct and trustful cooperation, analysing the interests of the stakeholders involved.

“ERDF is a motor for intensive cooperation between cities and the upper level. It should be extended to cooperation on a broad scale between all partners involved in the development of the whole region. It should not only be a question of funding, but a change of culture of cooperation.” *(Hendrik Jan ter Schegget)*

### *Main elements of vertical governance*

- » Culture of cooperation
- » Reciprocal trust
- » New communication structures
- » Learning process for all partners

The common goal is to make cities and neighbourhoods liveable and to search for and utilise all ways to find solutions to reach that goal. Funding comes later: First the idea and the objectives for the neighbourhood must be developed, followed by the search for the right financing.

At all levels, vertical and horizontal cooperation are needed. Both have to be organised as real cooperation, with real partners achieving a better common understanding. We must create new structures of communication between the levels, also crossing the borders like in this European network.





### 3. CO-PRODUCTION OF LOCAL ACTION PLANS: THE LOCAL SUPPORT GROUPS

Integrated Local Action Plans in the most deprived neighbourhoods have been developed in the Partner Cities. This has been done in close cooperation between the cities and their Managing Authorities, and with a strong involvement of local stakeholders from the target neighbourhoods. The coordination of all relevant key players in urban and neighbourhood development is an important topic.

## RegGov Local Action Plans – Overview

<i>Partner city</i>	<i>State</i>	<i>LAP target area</i>	<i>Action fields of the LAP</i>
Municipality of Duisburg	DE	Hochemmerich-Mitte (District of Rheinhausen)	Physical planning and transport, green spaces, housing and living environment: improvement of appearance of the quarter, improvement of housing quality and amenity values, of traffic situation and of green and open spaces; Local economy and labour market: strengthening local economic structures, improvement of education and employment situation; Social issues, coexistence and education: improvement and strengthening of social infrastructure and of social networks, promotion of intercultural and social coexistence in the quarter, improvement of state of education; Arts, culture, sports: improvement of cultural infrastructure and of recreational and sports facilities.
Municipality of Duisburg	DE	Laar (District of Meiderich/Beeck)	Physical planning and transport, green spaces, housing and living environment: improvement of appearance of the quarter, improvement of housing quality and amenity values, of traffic situation and of green and open spaces; Local economy and labour market: strengthening local economic structures, improvement of education and employment situation; Social issues, coexistence and education: improvement and strengthening of social infrastructure and of social networks, promotion of intercultural and social coexistence in the quarter, improvement of state of education; Arts, culture, sports: improvement of cultural infrastructure and of recreational and sports facilities.
Municipality of Halandri	GR	Patima	Upgrading the urban environment; Protection / rise to prominence of natural the environment; Strengthening social cohesion; Strengthening local entrepreneurship.
Municipality of Kőbanya (Budapest)	HU	Pongrac housing estate	Eliminating the causes that led to the segregation of the area, making the Pongrac housing estate a better place to live; Improving the technical conditions for the safe maintenance of the condominiums; Providing a safe, comfortable and pleasant living environment for the residents; Making the local residents feel more secure in the streets of the neighbourhood; Providing new venues for community-building activities; Integrating the disadvantaged and excluded part of the population with the help of specialised programmes; Building a good community spirit with the help of local actions.

Municipality of Nijmegen	NL	Waterkwartier	Improving the social cohesion within the “Waterkwartier”; Improving the integration of the coming new inhabitants with the current inhabitants; Offering a good school for the new inhabitants; Improving the relation of the school with the parents; Improving the child care; Extending the opportunities for school-children by offering them all kinds of activities as arts, culture, sports, etc.
Municipality of Nyiregyhaza	HU	Huszartelep	Improving the quality of life through rehabilitation of housing stock; Improving the operational efficiency of public institutions and public services; Enhancing community functions through rehabilitation of public spaces and carrying out related soft projects; Horizontal objectives: enhance sustainable development and equal opportunities.
Municipality of Ruda Slaska	PL	Kaufhaus neighbourhood	Comprehensive revitalisation of the Kaufhaus neighbourhood in the social, economic and spatial aspect, and improvement in the living conditions of its residents together with a positive change in the neighbourhood’s image and status. Social sphere: Integration and social assistance & Safety; Spatial sphere: Infrastructure and surroundings & Housing; Economic sphere: Employment & Economy and entrepreneurship
Municipality of Satu Mare	RO	Solidaritatii area, 14 Mai area, and old city centre	Encouraging social integration of vulnerable groups and improvement of security; Re-capitalization of urban environment; Restoration and rehabilitation of road network and of buildings for cultural services; Re-vitalization of local economy and SME development.
Municipality of Siracusa	IT	Akradina, Grotta Santa, Santa Lucia, Ortigia	New policies, funding and targets to tackle problems such as unemployment, crime and poor services; Effective drivers of change at local and community level; Regional and national leadership and support.
Municipality of Södertälje	SE	Ronna	Long-term socio-economic development: skills analysis to find entrepreneurial potential in the neighbourhood; support and development strategy for social infrastructure and retail; Physical reshaping to an attractive residential area: careful modernisation of the housing stock with regards to rental incomes and financial opportunities, land use plans for new housing in the neighbourhood creating a mixed housing area.

*All Local Action Plans of the RegGov partners, in original language and with English abstracts, are available on the URBACT website.*

The integrated urban development approach has proven to be the most successful model when it comes to tackling the complex problems of deprived urban neighbourhoods. Because of the difficulties regarding the development, implementation, and monitoring of such integrated neighbourhood regeneration programmes, the RegGov partners raised the question: How can integrated Local Action Plans be successfully developed in partnership and how can their implementation and financing best be organised?

Some important aspects that have been pointed out by the partners:

- » the added value of transnational exchange of experiences, the “European added value” in the RegGov network,
- » the transferability of good practice, and especially
- » the constitution of Local Support Groups as an essential element of success.

In all Partner Cities, the LSG work has contributed to raising the quality of the Local Action Plan and to preparing the ground for continu-

ing joint work on the neighbourhood. This is more than just cooperation; in many cases it is a stronger relationship of co-production which carries with it a stronger identification with the objectives and projects and an improved division of responsibility for the neighbourhood development.

In some cases, the RegGov network gave ideas and hints on how to carry out the work more effectively, especially concerning the involvement of the citizens. Another factor was to learn from international good practices, many of which have been applied and adapted in planning and elaborating the soft projects.

Creating a Local Support Group and gaining their confidence has helped the preparation phase of the LAP enormously. With tight deadlines for submitting the LAP and project proposal application to the Managing Authority, it was very useful that the Local Support Group had a very good understanding of the project and supported the Municipality in every way, providing the necessary documents, signatures etc. despite the short notice.



### 3.1 Duisburg (DE)

#### *Hochemmerich*

The engagement of the City of Duisburg for the interests of Hochemmerich is practiced cross-sectorally and on various levels. Following the admission to the programme “Socially Integrative City” and on the basis of the municipal development objectives for this quarter, public resources from the EU, the national, regional and municipal levels will be coordinated, mainly by the EG DU Development Agency Duisburg GmbH (EG DU). In principle there is a three-tiered system in Duisburg, made up of a working group for city districts (round table), a city inter-office working group and political stakeholders, which are joined in a cooperative network by the EG DU. A neighbourhood management programme will be established.

The district office of Rheinhausen is concerned with local interests in the quarters and neighbourhoods within the framework of the “district management” and works together with many local actors and institutions.

The main civic stakeholders of integrated urban development initiated and activated within

the district management for Hochemmerich-Mitte are:

- » Real estate owners and companies, for example the “Bauverein Rheinhausen”, the “Landesentwicklungsgesellschaft NRW GmbH Immobilienwirtschaft (LEG)”;
- » The “Arbeitsgemeinschaft der Kaufleute” (AdK), a marketing association;
- » “Werbering Rheinhausen”, an association of local family-owned retailers;
- » The “Neighbourhood Shop Ursulastraße” (for social stabilisation in the local area);
- » “Initiativkreis Pro Rheinhausen” and “Arbeitskreis Wir in Rheinhausen – WiR”, an initiative against vacant shops;
- » “Interessengemeinschaft Margarethensiedlung”, an initiative of small real estate owners in the privatised settlement;
- » Migrant organisations (e.g. Turkish Mosque associations, education and cultural centres);
- » The “Citizen Forum Rheinhausen” (participation in the framework of municipal urban development activities);
- » Schools and pre-schools, nurseries;
- » Parishes and religious welfare associations.



*Hochemmerich neighbourhood, Duisburg*

## Laar

The engagement of the City of Duisburg for the interests of Laar is practiced cross-sectorally and on different levels. Following admission to the programme “Socially Integrative City” and on the basis of the municipal development objectives for this quarter, public resources from the EU, the national, regional and municipal levels will be coordinated, mainly by EG DU. The district office of Meiderich/Beeck is concerned with local interests in the quarters and neighbourhoods within the framework of the “district management” and works together with many local actors and institutions. In principle there is a three-tiered system in Duisburg, made up of a working group for city districts (round table), a city inter-office working group and political stakeholders, which are joined in a cooperative network by the EG DU.

In 2004, with the support of EG DU, a neighbourhood office (“Stadtteilbüro Laar”) was established. On the one hand, it is a municipal institution for consulting the citizens. On the other hand, the office supports the coordination and exchange between the public and private

actors and institutions active in the quarter. A “round table Laar” was founded in 2005, with the participation of representatives from associations, schools and other institutions, but also of individual citizens. In plenary sessions and in working groups they discuss the issues of the neighbourhood in the search for solutions.

The main civic stakeholders of integrated urban development initiated and activated in part within the district management for Laar are:

- » The “Laar Citizens Association” (for a stronger identity and networking in the quarter),
- » “Community of Interests Duisburg-Laar”, the editor of a neighbourhood journal,
- » Two housing companies; further housing companies would like to cooperate at local level if the City of Duisburg would get more involved in the quarter Laar,
- » Various social and welfare associations,
- » The Protestant Family Education Centre (Ev. Familienbildungswerk),
- » The Federal Office for Migration and Refugees (offers of integration and German language courses).



Market square with bunker in Laar, Duisburg

### 3.2 Halandri (GR)

Lately, in Greece, a new culture is being created by people of different political beliefs, different backgrounds and different views on solving problems, aimed at the increasingly active participation of citizens in the decision-making.

The partners in the RegGov network, having the essential experience, have managed to pass on the relevant know-how by encouraging the city to get closer to its citizens in talking about integrative planning. Thus, the Municipality of Halandri, in an effort to implement the LAP in the target area of Patima, has applied successful practices by creating separate entities with distinct responsibilities. Of critical importance has also been the City Administration's political commitment to implement this kind of practices with a view to promoting transparency, accountability, equality, and therefore the right planning which meets the needs of the city.

Following these practices, the City created a simple and flexible project management scheme. The main "schemes" employed in drafting and implementing the Local Action Plan were the Steering Committee, which was

appointed by the City Council, the Local Support Group, which consisted of residents and officials of the Municipality, and the planning group (Department of Planning and Development of the Municipality).

For the formation of these schemes, a series of dissemination activities, including publicity and awareness actions, have been carried out among residents, agencies as well as officials of the Municipality. Rich information material was created and distributed to residents as well as questionnaires to gather views and opinions of as many people as possible.

An innovative process initiated for the purposes of implementing the Local Action Plan were the joint meetings of Local Support Groups with the design team of the Municipality. These sessions not only made possible the exchange of views between the two parties involved, but also the co-production of a tool for the government: the Local Action Plan. Since the beginning of the participation in the network, the composition of the Local Support Group has varied from time to time, including 15 people all in all.



Map of Halandri



### 3.3 Kőbanya (HU)

In Hungary, planners and local governments are required to conduct a public participation procedure during the preparation phase of larger projects. However, the “official” public participation procedure is often only a formal requirement that sometimes fails to adequately address many of the problems of local residents.

A longer process and a real dialogue are needed with the local residents. During the preparation phase of the Pongrac urban renewal project, they organised several meetings with the representatives of the condominium buildings, and set up a partnership with them. This is called a “local support group”, and the Municipality keeps them informed about the preparation of the project, renovation plans of the condominium buildings etc. In addition, they organised public participation meetings with the local residents, listening to their problems and concerns, and explaining to them what they are planning to do.

The Local Support Group members have made proposals for the so-called “soft” programmes of the project, e.g. the community-building programmes and training programmes. The representatives of the 20 condominium buildings have listed the necessary technical details of the renovation projects and managed

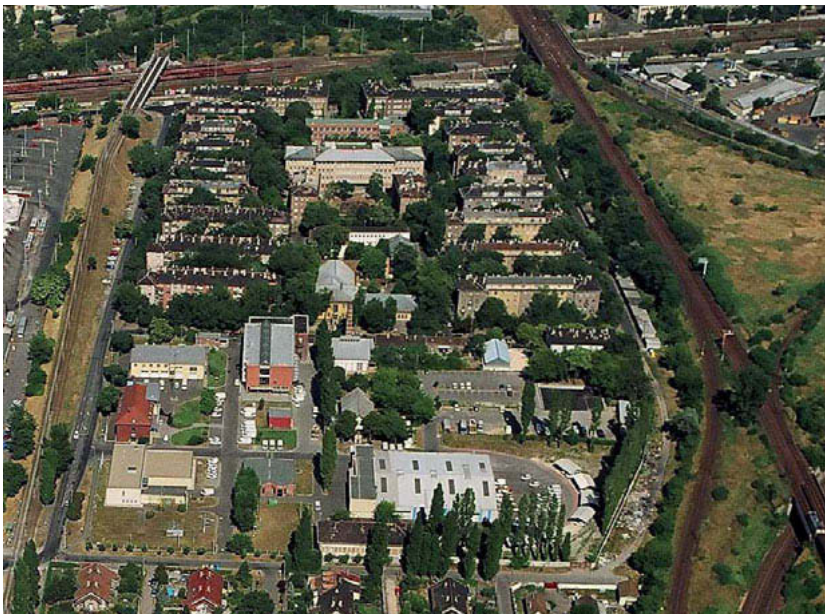
to get the full approval of all the 20 condominiums about the renovation and the necessary co-financing – not an easy task!

The project will be implemented in close partnership with all stakeholders:

- » Municipality of Kőbanya
- » Local residents from 20 housing associations
- » Local secondary school
- » KŐKERT, municipal company responsible for street and park maintenance
- » District police-station
- » Kőbanya Childcare Centre
- » Kőbanya Family Support Service
- » Urban development division of the municipal property maintenance company

In addition, other stakeholders are also part of the Local Support Group:

- » “Edelweiss” Social, Healthcare, Cultural Foundation
- » Kőbanya branch of the “Home-Help” Foundation
- » “Rainbow” Social Care Public Company
- » Kőbanya Municipality of the Roma Minority
- » Local political representatives of the Municipality of Kőbanya
- » Various departments of the Mayor’s Office
- » Architects, landscape planners, urban renewal experts
- » EU funding experts



*Pongrac estate (aerial view), Kőbanya*



### 3.4 Nijmegen (NL)

“Connection” in a broad sense is the main challenge and ambition of the Waterkwartier. Different actors (public and private) at different levels who do not necessarily work together had to overcome prejudices towards deprived neighbourhoods and cooperate with each other. The intense participation process led to a common understanding of the strategy.

Although the implementation process took some time, it was important to have an intensive civic participation within the neighbourhood. This prepared the ground to make the upcoming transformations and social changes more easily integrated.

Members of the Local Support Group are:

- » Municipality: District manager Nijmegen-West (Jan Bannink)
- » Municipality: Project leader CIC
- » Present Civic Community-centre (chairman)
- » Present School on location (director Aquamarijn)
- » School organisation (city-wide)
- » Crèche (KION)
- » Welfare organisation (Tandem)
- » Recent in deliberation: library
- » Also in deliberation: gym
- » Incidental: RegGov contact (H.J. ter Schegget)
- » Incidental: MA (Province of Gelderland)

Plus intern:

Platform West – Construction team within the municipality

Plus extern:

Residents' platform – Community participation of the inhabitants of the Waterkwartier



*Waterkwartier, Nijmegen*

### 3.5 Nyiregyhaza (HU)

The Local Support Group of Nyiregyhaza was established on July 22nd, 2008. Members of the LSG are primarily organisations active in Huszartelep in providing various services to improve the situation of people living in the area. The LSG members are also involved in the preparation and implementation of the social urban rehabilitation programme, which is a direct continuation of the URBACT II initiative. This programme will be submitted for funding to the Regional Operational Programme.

One of the positive impacts of the European collaboration and exchange is that the Municipality of Nyiregyhaza learned international best practices, many of which have been applied and adapted in planning and elaborating the soft projects. Getting knowledge and information about establishing and using monitoring systems and the possible indicators has also been an important contribution of the programme.

LSG members	Role
Local Government of the City of Nyiregyhaza	Participation in consultative meetings, coordinating the elaboration of the action plan, coordinating the implementation of the URBACT Programme and the operation of the LSG
Nyiregyhaza Asset Management Ltd.	Participation in consultative meetings, involvement in planning and implementation of infrastructure development interventions
Szabolcs-Szatmar-Bereg Police Headquarters	Participation in consultative meetings, planning and implementing crime prevention programmes in the action area
Human-Net Foundation	Participation in consultative meetings, planning and implementing community building interventions in the action area
Roma Minority Self-government	Participation in consultative meetings, proposing actions
“Periferia” Association	Participation in consultative meetings, planning and implementing community building interventions in the action area
Child Welfare Centre	Participation in consultative meetings, planning and implementing community building programmes for children in the action area
“Romano Trajo” Association	Participation in consultative meetings, proposing actions
MEGAKOM Development Consultants	Participation in consultative meetings, proposing interventions, coordinating the elaboration of the action area plan
University of Debrecen	Participation in the household panel research

#### Important stakeholders

Kindergarten, nursery, club of elderly in the action area	Participation in consultative meetings, proposing interventions
Further non-profit organisations (to be involved through the indirect support initiative)	Planning and implementation of community building programmes in the action area
Large enterprises in the neighbouring industrial area	Participation in targeted employment programmes, provision of future employment opportunities

### 3.6 Ruda Slaska (PL)

The RegGov network has helped to highlight the importance and scale of the problems, the situation and the living conditions of the local community in the “Kaufhaus” neighbourhood.

The partners from Ruda Slaska had occasion to discuss and promote all actions that were already realised, both ongoing and those to be implemented in the future. The exchange on different forms and directions of integrated development and of good practices with more experienced cities and also with cities with similar problems offered the possibility to find and discuss some new ideas and solutions.

The RegGov network helped to create a model of regeneration and development in the framework of the Local Action Plan that in the future can also be used for the regeneration of other disadvantaged areas in Ruda Slaska.

Coalition of municipal units and private sector representatives:

- » Municipal Social Work Centre
- » Municipal Housing Management Company
- » Municipal Sport and Recreation Centre
- » Public Library
- » Elementary schools
- » Secondary schools
- » City Hall
- » Private sector representatives



*Kaufhaus neighbourhood in summer 2009, Ruda Slaska*

### 3.7 Satu Mare (RO)

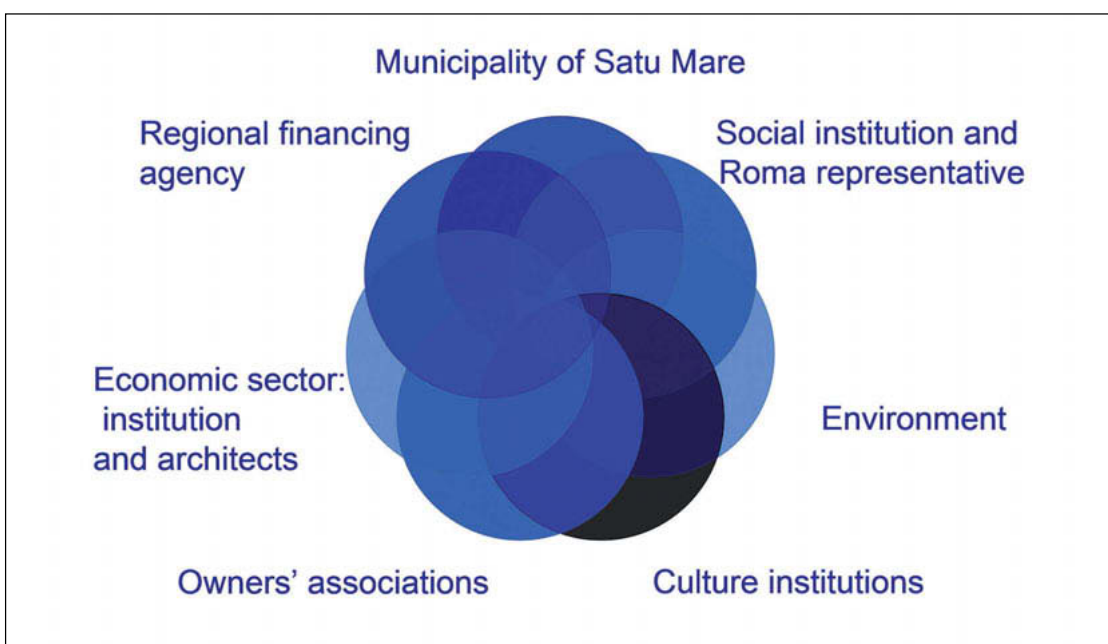
It was a completely new experience for Satu Mare to work in a Local Support Group on the elaboration of projects. There have been a series of meetings of the Local Support Group since the beginning of the project, with very good results and steps towards the completion of the Local Action Plan. More than 30 representatives of the institutions have been involved in the Local Support Group, as has the representative of the Managing Authority associated to Satu Mare. The Local Support Group helped to prepare the LAP regarding the SWOT analysis of the target areas and the proposal of projects for the urban regeneration of the target areas. With the help of the Local Support Group, the Local Action Plan was completed and forwarded for financing at the end of March 2010. Before RegGov, the involvement of the local entrepreneurs, civil groups and others has only taken place through direct petitions and sometimes through public debates on specific topics. The LSG has proved to be a good model for co-production with private actors, due to the open discussions and the project ideas that come up during the meetings.

There has been an agreement of the Local Support Group on a city-wide strategy with the Mayor of Satu Mare. A decision has been taken on the co-ordination of the overall process

through the Office for Projects Financed Internationally of the Municipality of Satu Mare. Seven neighbourhoods within the city have been classified and responsible persons for each of the seven neighbourhoods have been identified. This led to the elaboration of a working basis through the different departments of the Municipality. There is the plan to implement seven "Future Conferences" to develop visions, a common view of problems, to find solutions, set priorities and develop strategies for each neighbourhood as a first step to continue the work on a city-wide development strategy.

The Local Support Group constituted at the level of the City of Satu Mare has the following institutions as members:

- » Satu Mare City Hall
- » Satu Mare Local Council
- » Regional Development Agency, Satu Mare Office
- » Agency for the Protection of the Environment Satu Mare
- » Social Welfare Department Satu Mare
- » Architecture companies
- » Administrators of housing blocks
- » Unemployment Agency Satu Mare
- » Chamber of Commerce, Industry and Agriculture.



Composition of Local Support Group, Satu Mare



### 3.8 Siracusa (IT)

The drafting of this LAP has involved different actors in order to better define its strategy. The Local Support Group had and still has a significant influence in the actions carried out. There was a strong interest on the part of local district representatives of Siracusa City.

However, this matter has proved to be one of the most complicated to carry out due to the “top down” approach usually practiced by the public sector and administration in Italy.

The level of collaboration with the local stakeholders can be listed as follow:

- » City level – Municipal local authority and Department of Social Services;
- » Neighbourhood level – city district level (Akradina, Grotta Santa and Santa Lucia). It is still essential that these levels work as closely together as possible, each contributing to the other in order to improve the “bottom up” approach in the city;
- » There are specific proposals and funding opportunities to support community groups and local activists/social entrepreneurs (Community Chests and Community Development Venture Fund). Involvement of voluntary and community sectors is strongly emphasised in the Action Plan.



*RegGov partners at Piazza Santa Lucia, Siracusa*



### 3.9 Södertälje (SE)

The themes, issues and the personal and professional experiences of the partners in the RegGov network have stimulated both the process and the “brain-work”, the structure and the content of the LAP. The LSG has been an active part of discussions, in the SWOT analysis, in the decision-making process regarding the structure, the main topics and the strategies of the LAP. But in the actual production process, only the professionals have been involved in working / writing; the LSG, divided into thematic subgroups (reflecting the main topics of the LAP), has been an integral part of check-out/controlling.

LSG members are representatives of:

- » Public and Private Real Estate Companies;
- » Tenants Association;
- » Churches/Parishes – Protestant, Syrian-Orthodox, Catholic-Caldean; Ronna Citizen Association;
- » Ethnic Associations of the Assyrians, Syrians, Iraqi-Caldeans;
- » Regional Labour Agency;
- » Regional Insurance Office;
- » Regional Police Services;
- » Stockholm County Council Planning Department;
- » County Administrative Board;
- » National Managing Authority;
- » Municipality Departments of Education, Social Services, Employment; Sports & Culture, Comprehensive Planning, City Council Strategy.



*Harbour of Södertälje*



## 4. FIELDS OF GOVERNANCE: INTEGRATED NEIGHBOURHOOD DEVELOPMENT IN PRACTICE

The RegGov network focuses on questions of governance and integration within deprived neighbourhoods. It is a question of cooperation between different administrative levels or different departments of one level, e.g. the municipal one, but also between different kinds of stakeholders. Public administration follows another logic than a private entrepreneur or a local civic association.

Establishing and practicing different forms of cooperation between stakeholders who usually do not cooperate, but work in parallel tracks, is the challenge when dealing with integrated urban and neighbourhood development. It requires creativity and flexibility, but mainly clear objectives and a consensus on the common strategies that have to be developed.



## 4.1 Sharing Responsibility: Public-Private Involvement

Public-private partnerships in integrated urban policy are not necessarily a usual practice. Building Local Support Groups with crucial local actors from the public, and also the private sphere, is one of the activities which help to lay the ground for common activities. Private involvement is crucial for the regeneration of deprived urban areas. But it is not an easy task to identify how to involve the individual actors. They have different expectations, different interests and needs:

- » The administration follows the public interest.
- » Enterprises and economic institutions are market-oriented.
- » Citizens and civic associations look out for the general well being in the neighbourhood.

Often they are not used to cooperating, but they follow their objectives parallel to each other and can only be involved in individual activities or projects or consultations. In this context, the role of the Local Support Groups established in the Partner Cities is very central, as they form the main resources for network building, in particular as a platform for different kinds of actors.

“Local commitment and ownership have been most important for successful projects of the urban dimension (ex-post Urban II):” (Merja Haapakka)

Economic involvement of private actors is very difficult to achieve in deprived neighbourhoods, but of course this is one of the challenges. The most adapted economic actors who are able and willing to assume responsibility have to be identified in the specific context at local level. Within an integrated approach of urban development, it is necessary to explore the range of possibilities of enterprises and economic actors as cooperation partners with ideas and projects, so that in the long run there is a chance for identification with and growing roots in the neighbourhood (cf. Potz 2011).

In a study commissioned by the DG Employment, Social Affairs and Inclusion of the EU

Commission, the interaction between Local Employment Development (LED) and Corporate Social Responsibility has been analysed (cf. Austrian Institute 2009). Susan Bird of DG Employment presented the results during the 3<sup>rd</sup> Thematic Seminar of RegGov in October 2010.

The study showed that in the LED context there is increasing attention to the local level, a combination of top-down and bottom-up strategies with multi-stakeholder involvement, which therefore, in terms of governance, means: power-sharing and division of labour. The close connection between these labour-market-oriented findings and area-based approaches appears obvious at first glance.

Analysing the expectations and functions of private entrepreneurs in neighbourhood management and in the Local Support Groups of the RegGov network, potentials for some central action fields can be identified. They are connected to different sectors, e.g. housing and regeneration of disadvantaged areas, or local economy, services, skills training and employment.



Susan Bird, DG Employment, and Merja Haapakka, DG REGIO at RegGov Thematic Seminar, Nyiregyhaza

It is a question of initiating good practices, and often a challenge, to

- » openly discuss expectations from the beginning, identifying and tolerating different positions and interests,
- » identify and offer incentives for a partnership that have a clear “profit” for entrepreneurs and constitute a win-win situation for all actors,
- » guarantee continuity and trust in the partnership.

There are some general findings on more or less adequate actors and activity fields involving private actors. Housing companies or cooperatives, which very often are still in the hands of the municipality, have a strong economic interest in socially balanced neighbourhoods for their housing stocks. From a local point of view, there is a need to have private investors willing to invest in the neighbourhoods. Investors are always looking for the best locations. A realistic analysis on the potentials of a neighbourhood (or an attractive part of it) has to be carried out in order not to create high expectations.

Retailers who are locally based have very similar interests because of a certain level of purchasing power and frequency needed for their business. Retailers have a mixed reputation. When they invest in former industrial sites, they bring supplies to those areas, and they also provide jobs. But sometimes the big retailers take the place of smaller, more traditional shops. What has been happening recently is that retailers are very aware of the need to handle their investments in deprived neighbourhoods in a holistic manner. They provide training, they stimulate cultural activities and contribute to local identity.

Local business promotion and combating long-term unemployment are important factors to stabilise deprived neighbourhoods and give their inhabitants a perspective. Local authorities could try to provide start-up and employment subsidies or training subsidies as a starting point.

The following examples give an overview of innovative approaches of social responsibility with a very narrow and practical scope, e.g. new institutionalised alliances with private housing companies, joint ventures of municipalities and companies for a common strong job creation campaign, or financial instruments to raise the local economic structure from the bottom up.



*Privately owned apartment block with renovated facades in part of the apartments, Satu Mare*





# DUISBURG – HOUSING COMPANIES RESPONSIBLE FOR NEIGHBOURHOOD MANAGEMENT: THE DICHTERVIERTEL

Author: Lutz Meltzer, Urban Planner, Dortmund

The City of Duisburg, in an area of urban restructuring, cooperates with one of the big housing companies, with the aim of stabilising the social situation in the neighbourhood in a sustainable way.

Owners of single apartments and small houses are most difficult to reach. In the case of old-industrialised worker settlements, there are usually one or two housing companies as the institutional owners of the whole settlement. This is a structural advantage in terms of interaction and agreements on common activities. In the described case, the housing company from an entrepreneurial point of view recognised that there would be added value for the neighbourhood if activities were accepted by or developed together with the inhabitants. In their statistics they were able to show that people move away from their settlement at a lesser rate, and that this settlement becomes attractive and has a good reputation for new tenants who would like to join the area due to the many offers; the result is a decrease in vacancy rates for the apartments.

## Overview

The quarter of Obermarxloh in the north of Duisburg, which is still characterised by steel and coal industries, is a disadvantaged area, with significant physical and social structural deficits. Public funds, e.g. for urban development and social services, have been and are still being used to improve housing and living conditions.

Even after a series of consistent urban renewal measures, the so-called Dichterviertel (“Poets’ Neighbourhood”, named so because of its street names), one of four neighbourhoods in Obermarxloh, still suffers from a problematic image, a low retention of tenants and an above-average vacancy rate. The City of Duisburg and the owner of the settlement, a big housing company, identified questions of social cooperation, identification with the neighbourhood and integration of migrants as decisive issues for reaching social stability, functioning neighbourhoods and a positive image – and consequently a lower vacancy rate.





*Dichterviertel neighbourhood, Duisburg*

Meanwhile, for the neighbourhood management, an established cooperation with the housing company has been installed. In 2004, within the project group “Neighbourhood management”, a cooperation agreement between the housing company (formerly Rhein Lippe Wohnen, today: Evonik Wohnen GmbH) and the city of Duisburg was concluded, with the aim of stabilising and improving the social situation in the neighbourhood in a sustainable way. This agreement was renewed in 2007, and at the same time extended to the EG DU Development Agency Duisburg GmbH as a third partner.

In 2006, an operative neighbourhood management initiative (with co-funding from the Federal-Regional [*Land*] Programme “Urban Restructuring in the Old Federal States”) was installed. The neighbourhood office provided by Evonik Wohnen and equipped with staff by EG DU opened in the same year and became a contact point for the citizens and a meeting place for working groups of interested citizens (on issues of civic participation, language/education, children/youth/culture/sports, etc.) or courses in German, sewing and painting, for example. There are also service offers from different institutions on topics such as debt management, psychological disturbances, diabetes, pension insurance, etc. All activities are carried out in two languages, because many of the citizens joining the neighbourhood office are elderly migrants of Turkish origin.

The existence of the neighbourhood office has positive effects for coexistence in the neighbourhood. With a neighbourhood manager present on location, problems in the social realm and emerging conflicts in the public space can be recognised and mitigated at

an early stage. The working groups installed promote civic participation and the common search for solutions for problems identified in the neighbourhood.

The education, culture and leisure activities carried out within the neighbourhood management have manifold positive effects:

- » They offer concrete help;
- » they promote intercultural encounters and dialogue;
- » they raise the appraisal of residents’ own living space and the identification with the neighbourhood;
- » they have positive effects on the external image supported by a focussed press and public relations activity;
- » the activities are steps toward an intensive networking in the neighbourhood.

A steering group of the neighbourhood management is working strategically with representatives from the three cooperation partners. According to the integrated approach of neighbourhood development, the activities in the Dichterviertel are co-ordinated broadly among these partners. The addition of EG DU and its experience in the involvement and integration of different actors and programmes has proven to be beneficial. Members of the “Network Dichterviertel” are representatives from different municipal departments, municipal and church institutions, associations and organisations (also of migrants), from the district council and from the City Council of Duisburg.

Satisfied inhabitants who live in good social coexistence – with strong neighbourhood identification and linked to well-kept dwellings – are the central assets of a residential neighbourhood without bigger problems of vacancy or amenity values of the surroundings.

All activities have to be developed in a way that they can be carried on in a self-sustained way after the end of public funding.

The importance of voluntary work cannot be underestimated. Only the initiative of key persons in the neighbourhood makes it possible to connect residents to the project and encourages them to become engaged for their neighbourhood.



*Dichterviertel, playground and open space in the neighbourhood, Duisburg*

## Basic description of the background and setting

### *Challenges that the practice addresses*

After the physical structures were already improved in the 1990s, the stabilisation of neighbourhoods is the central challenge in the Dichterviertel today. If there is success in reducing the social conflict potential and the rate of socially problematic households in the neighbourhood, there is a certain chance that the intention of tenants to stay will increase and that fluctuation and vacancy rates will decline. Satisfied tenants are the best condition to reduce vacancy and to improve the image of the whole neighbourhood. The better the image, the better the chances of attracting households from outside to move into the neighbourhood.

### *The context*

For a long time now, the City of Duisburg has belonged to the group of demographically shrinking big cities in Germany that are affected by high unemployment. These implications of a permanent economic and demographic change also have negative effects on the local housing market, especially in the form of high vacancy rates in neighbourhoods where there is a high concentration of physical deficits of the surroundings, of socially underprivileged citizens and of migrants.

The quarters in the north of Duisburg are among the few quarters in the Ruhr region which are still characterised by residential settlements located close to coal and steel industries, where

additional environmental deficits are present. Unemployment and a high migrant rate characterise the social structure. This is also the case in Obermarxloh, a residential area in the northern district of Hamborn. Between 1980 and 2000, the quarter lost an eighth of its inhabitants. On December 31, 2010, Obermarxloh had 13,622 inhabitants, 25.3% of whom were foreigners and 59.1% (2008) had a migration background. The quarter's unemployment rate of 14.5% in 2010 was above the city-wide average (12.7%); 47.6% were long-term unemployed. Despite consistent urban restructuring activities and a good infrastructure, the vacancy of buildings and apartments in Obermarxloh is much higher than the Duisburg average.

The neighbourhood monitoring for Duisburg divides the city into 108 quarters. Four of them are located in Obermarxloh, one of them is the Dichterviertel. On an area of 34 ha it includes 368 houses with 1,685 apartments. 31.4% of the 5,641 inhabitants are foreigners (85% of whom are from Turkey), and 67.8% have a migrant background. The rate of citizens living from public subsidies is above the average. The unemployment rate in the Dichterviertel is 18.1%; 50.5% of the unemployed are long-term unemployed. City-wide, the quarter ranks 104<sup>th</sup> out of 108. The quarter is characterised by a historically important and well-preserved residential settlement for miners, built before the First World War and listed as protected monuments.

The Dichterviertel offers good prerequisites for a successful cooperation between Municipality and private housing companies: the former

miners settlement (and this means approximately 90% of all apartments in the neighbourhood) has only one owner – Evonik Wohnen. Bigger housing companies usually have better preconditions than single owners in terms of renovating their stock of underprivileged neighbourhoods and improving the chances of renting them. They have the necessary resources and know-how for realising their plans. Their activities are not limited to single buildings, but cover the whole residential area.

Over the last 25 years, with the support of the federal State of North Rhine-Westphalia and the City of Duisburg, the housing company has carried out a broad programme of physical renovation and rehabilitation. This included measures of reshaping the private open spaces and public roads, with the overall result of an attractive image for the Dichterviertel.

However, the physical upgrading activities alone were not sufficient to eliminate the still high fluctuation and vacancy rates and the negative image. That is why the City of Duisburg and Evonik Wohnen GmbH, within the context of neighbourhood management, have set themselves a new common strategic target: the stabilisation of social structures in the neighbourhood. This focus of cooperation on social aspects and social policy related strategies and activities was completely new when they founded the common project group “neighbourhood management” at the end of 2004. In a cooperation agreement first limited to three years “for the improvement of housing and living conditions in the Dichterviertel”, municipality and housing company have developed the structures of a professional neighbourhood management.

The socio-economic situation urgently necessitated an integrated approach of all involved actors: from economy and politics, administration and educational institutions, associations and organisations – and together with the inhabitants of the Dichterviertel. For the coordination and bundling of all resources, the mobilisation of civic potentials in the neighbourhood was crucial. This corresponded with the opening of the neighbourhood office in March 2006 in the middle of the Dichterviertel. At the same time, the rooms could be used by the inhabitants for meetings and events. Initially, an external

private agency was hired to run the operative neighbourhood management funded by the programme “Urban Restructuring”.

At the end of 2007, the partners extended their formal cooperation for two more years and added one partner, who also took over the operative neighbourhood management: the EG DU Development Agency Duisburg GmbH. After the combination of the programmes “Socially Integrative City” and “Urban Restructuring”, which were implemented in North Rhine-Westphalia, it was very helpful for an efficient development of the cooperation that EG DU could bring in its experiences with integrated approaches of urban development and with the funding guidelines of the urban restructuring promotion programmes.

From the beginning, the project was planned as a PPP project. The financial promotion within the programme “Urban Restructuring Old Federal States” was only possible because the private partner, Rhein-Lippe Wohnen, also became actively (and financially) involved. Meanwhile, the intense promotional campaign has ended, and in the years 2010 and 2011, only residual funds from the programme “Urban Restructuring” are being used. Funds from labour market projects are new elements of co-funding. Evonik Wohnen has raised its financial engagement within the framework of the cooperation as well.

#### *Aims and objectives*

The central aims of the cooperation are:

- » the stabilisation of neighbourhoods,
- » the reduction of vacancy of apartments in the neighbourhood,
- » the reduction of housing emergencies and socially problematic situations,
- » an improved image of the neighbourhood,
- » a stronger connection of existing tenants towards the neighbourhood,
- » the acquisition of new tenants from outside.

Main action fields are:

- » activation of inhabitants,
- » integration of inhabitants with migration background,
- » cooperation and networking,
- » cultivation of the image,
- » improvement of housing conditions and living surroundings.

### Social innovation

It is the first contractually fixed strategic partnership between the City of Duisburg and a private housing company, with the intention to improve the social conditions in a residential neighbourhood through a neighbourhood management programme. The jointly supported neighbourhood management allows for a high level of participation by the inhabitants and promotes social integration in the neighbourhood. Two bodies which meet regularly (steering group and neighbourhood advisory council) support the networking at municipal level and in the neighbourhood.

### Case: Concise description and explanation of the practice

#### Main components or parts of the practice

The neighbourhood office was opened in 2006 on Goetheplatz and is run by a neighbourhood team. It is of vital importance. On workdays it is open the whole day, functioning as service point for the inhabitants in issues related to the neighbourhood, but also for individual concerns. From the office, various activities in the neighbourhood are initiated and coordinated. At the same time, the office is a meeting point for the working teams, courses and neighbourhood forums and project group meetings.

The neighbourhood advisory council was initiated in 2008 by the working team “residents participation” with 17 representatives (local residents and institutional representatives) and is responsible for the implementation and promotion of ideas and projects developed and recommended within the neighbourhood. From a disposition fund for civic activities, projects can be promoted (with a maximum amount of 750 euros) that have a benefit for the neighbourhood, support self-responsibility, improve coexistence and make possible new encounters.

The working teams contribute to the activation of inhabitants and provide support at the same time. “Living” participation is an important element of the residents’ self-awareness in the neighbourhood.

The “network Dichterviertel” is an association of engaged and interested residents, as well as representatives from associations, churches, the district council and other institutions. Once a year, the neighbourhood team gives a report to this body (and to the steering group) on the progress of the activities; this report forms the basis of further consultancies within the network.

#### Timing – Start and duration

Beginning of cooperation in December 2004  
Assured funding of neighbourhood management until end of 2011

#### Process – Development over time

- » Sept. 2004: application for funding for support of cooperation project in the Dichterviertel in the Federal-Regional (Land) programme “Urban Restructuring Old Federal States”
- » Oct. 2004: cooperation agreement for installing a neighbourhood management programme in the Dichterviertel, reached between the City of Duisburg and the (former) housing company Rhein Lippe Wohnen
- » Dec. 2005: Approval of the application for funding and development of a neighbourhood management
- » March 2006: Opening of the neighbourhood office in the Dichterviertel, and, shortly thereafter, plenary neighbourhood assembly
- » Dec. 2007: Renewal of cooperation agreement of Evonik Wohnen GmbH, City of Duisburg and EG DU
- » Jan. 2008 – Dec. 2009: Promotion of neighbourhood management within the programme “Urban Restructuring”
- » May 2008: Founding of Neighbourhood advisory councils
- » Jan. 2010 – Dec. 2011: Continuation of neighbourhood management, with funding from Evonik Wohnen GmbH, among other sources

#### Overcoming challenges

The intensive interdependencies between neighbouring quarters necessitate intensified contacts with institutions and other potential partners who are active there and the identification of forms of cooperation. This refers also to the housing companies which are active in Obermarxloh and Alt-Hamborn.



### Transnationality

The URBACT project RegGov has not been focused on project level, but instead on programme level. Although the project was mentioned exemplarily within thematic seminars and cluster meetings, the practice has not been developed further. Transnational exchange directly related to the topic of housing companies' cooperation with public (municipal) institutions would be desirable.

### Key actors

#### Main actors involved

- » Department for Urban Development and Project Management of the City of Duisburg
- » Department for Social Affairs and Housing of the City of Duisburg
- » Evonik Wohnen GmbH (Ltd.)
- » EG DU Development Agency Duisburg GmbH



Environmental Days campaign with inhabitants of the Dichterviertel, Duisburg

#### Coordination mechanisms

- » Strategic steering group of the project “neighbourhood management” (meetings once a year)
- » Neighbourhood advisory council
- » Interdepartmental working team “city-wide neighbourhood development” led by EG DU (for optimising the use of public funds from different sources)

### Participation

- » Working team “residents participation”
- » Working team “children/youth/culture and sport”
- » Working team “language/education”
- » Neighbourhood advisory council
- » “Network Dichterviertel” of engaged citizens and representatives of associations, churches, district council and other institutions
- » General cooperation and linking to existing institutions, also migrants organisations

### Supporting programmes and funding sources

#### Total cost and sources of funding

Total costs 2010 (similar also in 2011) for the neighbourhood management in the Dichterviertel: 132,500 EUR; plus 190,800 EUR from labour market projects (thereof 147,600 EUR by EG DU and 43,200 EUR by GfB Society for the Promotion of Employment: “Duisbürger fürs Dichterviertel”)

#### Cost units:

- » Evonik Wohnen GmbH: approximately 30,000 EUR,
- » Public hand (Urban Restructuring & City of Duisburg): 70,000 EUR,
- » EG DU: around 30,000 EUR co-funding for labour market projects

#### EU financial contribution

In 2011, 33,000 EUR from the ESF programme “Local Strengths” are available. Five projects promoting the improvement of school, social and professional integration of youngsters and young adults and the access or return of women to employment are implemented in the Dichterviertel.

### Immediate and lasting results

#### Overall impact

The stabilisation of social neighbourhoods, image improvement and a lower fluctuation of tenants are interrelated. Every single activity which leads to satisfied tenants connected

to their neighbourhood contributes to a higher attractiveness of the neighbourhood and lower vacancy rates.

### *Beneficiaries*

- » The inhabitants of the neighbourhood benefit from activities in working teams and actions related to neighbourhood cooperation and improvement of the residential surroundings.
- » The housing company reaches a significantly lower vacancy rate and can assume to have tenants who stay longer, especially those who are socially solid or well-integrated.
- » The image campaign for the Dichterviertel financed by Evonik Wohnen in the years 2009 and 2010 is an expression of a private engagement with entrepreneurial objectives, but at the same time an expression of the engagement of the company for the neighbourhood.
- » The City of Duisburg can make use of the concepts developed in the Dichterviertel for other neighbourhoods with similar conditions and where consistent housing stocks are held by one or a few housing companies.
- » The improved image of the neighbourhood where (despite unfavourable preconditions) functioning social neighbourhoods are developing is beneficial for both the municipality and the housing company.

### *Concrete results*

The vacancy rate has been reduced in the period of neighbourhood management by 2-3%. The offers of the neighbourhood office are continuously used, also by residents with a migration background. Following the end of the second cooperation phase (Dec. 2009) and public funding of the neighbourhood management, the housing company took over the operational costs for two years (until the end of 2011).

### *Impact on governance*

The project was an occasion to intensify existing partnerships and to gain access to new partners. At the same time, the partners' positive experience helps expand the city's network.

Furthermore, the project contributed to the improvement of underprivileged neighbourhoods' image. This translated into a real ben-

efit and more attention for other initiatives and programmes in these neighbourhoods.

### *Lessons to be learnt*

#### *Success factors*

Planning of activities on the basis of city-wide development concepts and development of integrated solutions with the participation of all significant actors – these are the basic preconditions for successful strategies and for the use of funding of urban development promotion as well as for the application for such funding.

The interdepartmental working team “city-wide neighbourhood development” was helpful for optimising the coordination of funding opportunities from the programmes “Socially Integrative City” and “Urban Restructuring Old Member States”.

At the moment, there are good chances that the housing company will continue to guarantee the cooperation with the City of Duisburg in the medium and long term due to the good experiences made with the neighbourhood management in the Dichterviertel – even if the financial contribution of the company is due to rise because of decreasing public funds. Thus, initial funding from public authorities is needed for the development of structures and potential successes of the project's work, in order to get a private entrepreneurial partner on board for long-lasting cooperation.

#### *Barriers, bottlenecks and challenges*

In the Dichterviertel, as in the neighbouring quarter of Obermarxloh-West, many residents have a very low income (receiving public subsidies) and a relatively low educational level. It can be assumed that the City of Duisburg will have to undertake permanent accompanying measures for the improvement of the educational situation and for avoiding housing emergencies. Integration and education services for migrants will be permanent tasks.

The environmental problems in the industrial neighbourhood of Obermarxloh were reduced with the environment technical modernisation of the industrial plants. Nevertheless, despite good

offers within the neighbourhood management toward improving the image in a stable way, it will be a continuing task to struggle against the old image of the neighbourhood Obermarxloh, in order to attract new residents from across the city to move to the Dichterviertel.

For cooperation with private housing companies, a general problem revolves around the question of whether these companies are really interested in a long-term maintenance of their stock (like in the case of Evonik Wohnen). Private owners with short-term investment perspectives are, for the most part, out of the question for this kind of cooperation. Instead municipal housing companies are per se well suited as cooperation partners for municipal neighbourhood management.

#### *Future issues*

For all integrated action plans, it should be an important element to include housing companies into the planning and to achieve cooperation agreements with them at an early stage.

#### *Transnationality*

There is a direct exchange with the Dutch partners from Nijmegen.

#### *Duration*

The structures developed within the neighbourhood management thrive on the engagement of all participants, especially of the residents who contribute to working groups and projects. The continuity of these offers in neighbourhoods with low-income residents depends on the fact that the Municipality and real estate owners (who also benefit from stable social structures) provide economic support for the necessary accompanying structures (neighbourhood office, neighbourhood manager, integration support, etc.).

#### *Transferability*

The general project approach is also transferable to other situations and cities, and stresses the necessity to cooperate with housing companies as central actors in neighbourhood development.

#### *Stakeholder opinion*

For the City of Duisburg, the project provides an additional instrument within the efforts in integrated neighbourhood development. In terms of partnerships, the project has offered a chance to develop new networks, to be used also in other projects.

### Information sources

#### **Name of the initiative**

Housing Companies in Neighbourhood Management

#### **Country/region/city etc.**

Germany, North Rhine-Westphalia, Duisburg  
Neighbourhood: Dichterviertel

#### **Administering organisation**

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#### **Interviewed persons**

Sabine Malon, Neighbourhood Manager  
Dichterviertel, EG DU

#### **Other documentation sources**

EG DU: Statusbericht Duisburg-  
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# SATU MARE – THE TECHNOLOGICAL, INNOVATION AND BUSINESS CENTRE

*Authors: Nicoleta Lasan and Crina Luca, Satu Mare Municipality*

In 2007, the Municipality of Satu Mare, together with the twin city of Nyiregyhaza, Hungary, recognised the need and the potential of the cross-border area to attract investors and to develop a Technological, Innovation and Business Centre in Satu Mare.

**The example from Romania shows how the funding phases before and after the accession to the European Union have been used strategically in order to improve economic conditions. In this case, the cross-border area and the relations with the Hungarian twin city offered the potentials to create a necessary service structure for economic activities to come. At the same time, the centre will raise the attractiveness of a less developed part of the city.**

## The context

Based on the European funds available in the pre-accession time in Romania, the Municipality of Satu Mare decided to undertake a first step in this direction by applying for a project to finance the realization of a feasibility study and of a technical project revolving around the idea of further implementing the project to develop a Technological, Innovation and Business Centre, to be built once Romania became member of the European Union.

The analysis of the potential existing in the development of business services was considered an important basis for businesses, especially the small and medium sized enterprises located in the border area. Apart from the technical documentation, the project's activities included an exchange of experiences with the participation of entrepreneurs from the Counties of Satu Mare and Szabolcs-Szatmar-Bereg, thus contributing to the general aim of the programme, namely "strengthening the contact between the economic actors in the border area".



*Common meeting between Romanian and Hungarian entrepreneurs*



### *Aims and objectives*

The general aim of the project implemented in the period 2007-2008 was to elaborate the necessary technical documentation for establishing a Technological, Innovation and Business Centre in the Municipality of Satu Mare, in order to facilitate the Romanian-Hungarian cross-border links in the field of businesses and exchange of know-how. The Centre will offer entrepreneurs centralised secretarial services, safety and cleaning services, as well as business consultancy services.

### *Process – Development over time*

The implementation represents a novelty in itself, as it is a project implemented in two distinct phases and two distinct projects, both financed out of European funds: pre-accession and post-accession funds.

The first part of the project, implemented in the period 2007-2008 with pre-accession funds, focuses on the elaboration of the technical documentation for a Technological, Innovation and Business Centre, while the second part of the project, which will be implemented in the period 2012-2013 with post-accession Structural Funds, is aimed at the actual realization of the centre and the development of start-up facilities for small and medium-sized enterprises. The second project is part of the Integrated Urban Development Plan of Satu Mare Municipality (one of 6 other projects), which benefits from a total non-reimbursable financing of 10.98 million euros.

### *Main components or parts of the practice*

The Technological, Innovation and Business Centre has some characteristics which make it special and important for the local economy. These include:

- » offering spaces according to the needs of the hosted enterprises;
- » administration of the centre by personnel with high professional qualification;
- » low rents;
- » high quality services;
- » concentration of a variety of consultancy services in a single space;
- » permanent management support.

### *Main actors involved*

The main involved actors in the first stage of the project implementation were the Municipalities of Satu Mare and Nyiregyhaza, as direct beneficiaries of the project, but the ultimate beneficiaries have been the two economic communities involved in the project's activities. The project had a strong transnational character, as the Municipality of Satu Mare had the opportunity to learn from the experiences and take part in the transfer of know-how from the other side of the Romanian-Hungarian border.

### *Total cost and sources of funding*

The project's total budget for the first implementation stage was of 80,530 EUR, out of which 72,130 EUR were European funds from the Ministry of European Integration through the Romanian-Hungarian Cross-Border Cooperation 2004. The second stage of the project will require a total budget of 950,000 EUR, with a financing from the European Union through the Regional Operational Programme of 350,000 EUR.

### *Overall impact and concrete results*

In terms of added value and concrete results of the project, it can be said that the first stage of the project's implementation offered a unique chance to future European Union Member States to prepare the technical documentation for concrete projects to be implemented with Structural Funds. Without the support from the European Union, many municipalities of the future Member States wouldn't have been able to adequately prepare for accessing Structural Funds. For the second stage, the added value comes in the shape of a real Technological, Innovation and Business Centre, a functional innovative structure for the local economy.

At the end of the project's implementation, the following results can be mentioned:

- » a former school building renovated and transformed into a modern centre with a total surface of 909.70 square meters;
- » 35 new workspaces;
- » 10 SMEs hosted in the centre;
- » IT equipment and furniture, and a modern surveillance system.



*Situation of the building,  
April 2010*



*The future appearance  
of the Technological,  
Innovation and  
Business Centre*

### Success factors

Among the factors that contributed to the project's success is the existence of many financing possibilities for new and future Member States of the European Union, as well as the opportunity to continue and finish projects which were initiated in the pre-accession period. Furthermore, the real need of SMEs for start-up services, researched and established in the first part of the project, contributed to the project's success.

### Barriers, bottlenecks and challenges

The continuous and rapid change of legislation in Romania represented an obstacle in the project's implementation, due to the constant necessity to update the technical documentation as part of the process for attracting funds. Since the global economic crisis has affected also the economy of Satu Mare, one of the future obstacles, which we hope to successfully bypass, could be the lack of interest on the part of the entrepreneurs for the services that the centre offers. The Municipality of Satu Mare will ensure the centre's administration and maintenance at the end of the project.

### Information sources

#### Name of the initiative

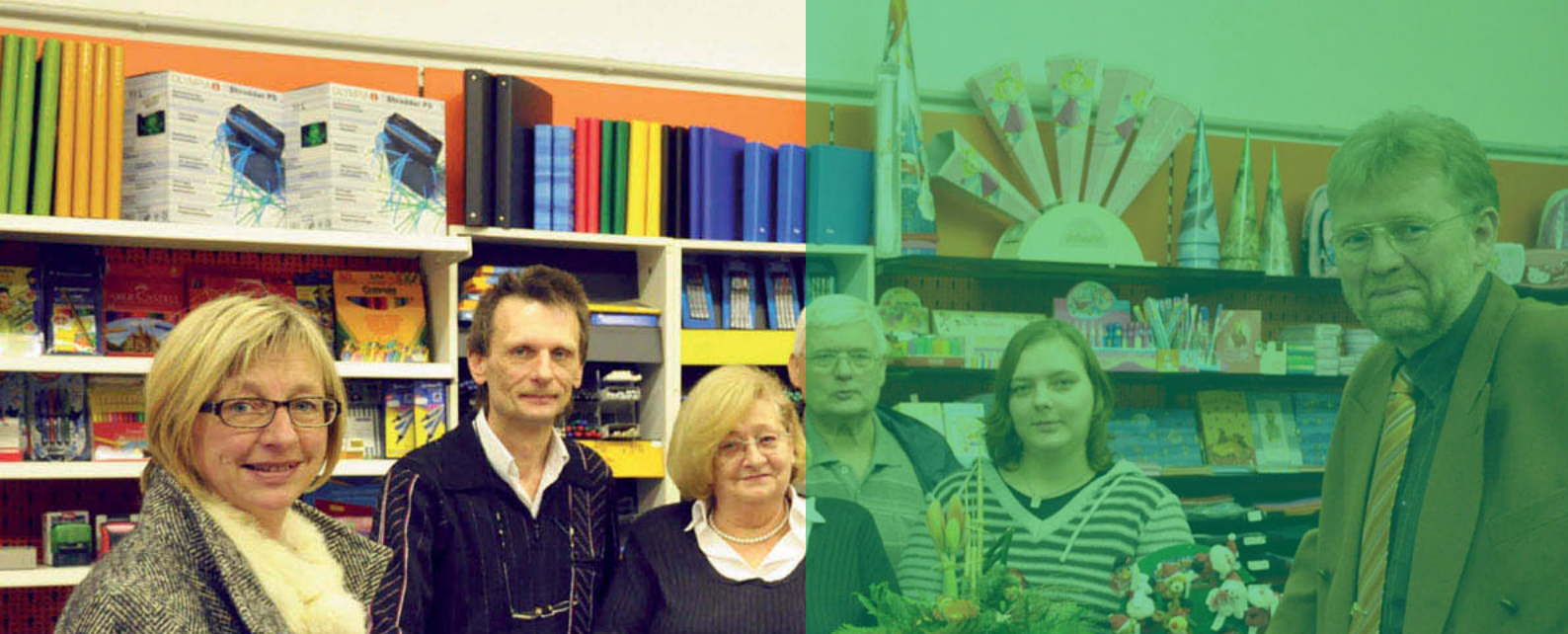
Technological, Innovation and Business Centre in Satu Mare

#### Country/region/city etc:

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City of Satu Mare

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## DUISBURG – MICROCREDITS DUISBURG: A NEW FINANCE INSTRUMENT OF NEIGHBOURHOOD DEVELOPMENT

Author: Ariane Sept, Urban Planner, Berlin

The city of Duisburg is establishing a microfinance structure at neighbourhood level, granting micro-credits to small enterprises.

**Especially for small enterprises or start-ups and new entrepreneurs, it is often impossible to obtain a loan from a regular bank. Sometimes the situation is even worse when applicants live or work in a neighbourhood with a negative image. A new microfinance instrument for small enterprises will support neighbourhood development of the local economy. It is a challenge to test this kind of tool and to extend it to a broader context in other neighbourhoods or even city-wide.**

### Overview

Within the project *Microcredits Duisburg*, business start-ups and small enterprises in Duisburg have the possibility to apply for micro-credits of up to 5,000 EUR as a first credit, or up to 10,000 EUR as follow-up loan. Additionally, special assistance and professional consulting are provided. The project focuses on five target areas, which are either Socially Integrative City programme neighbourhoods (Marxloh, Bruckhausen, Beeck, Hochfeld) or were part of the programme “Urban Restructuring in the Old Federal States” (Dichterviertel in Obermarxloh). Target areas are considered deprived neighbourhoods and face a set of problems relating to education and unemployment, housing and public space, integration etc. Thus, micro-credits in Duisburg are seen as an additional instrument of integrated neighbourhood development, focussing on improvement (or at least maintenance) of the local economy through the foundation of new enterprises and the creation of a better local image. At the same time, new opportunities are created for unemployed people to go into business for themselves.



As of February 2011, twelve microcredits have been granted. Around a quarter of these credits were granted to entrepreneurs with a migration background, and around 70 percent of the credit recipients are new entrepreneurs. They founded such enterprises as grocery stores and stationary stores, a bakery, restaurants and other small businesses.

The project is interesting not only because of its direct results regarding local economy, but also due to the partnerships built. On top of the organisational structure, a network of four German cities (Duisburg, Gelsenkirchen, Leipzig, Offenbach) has been built up: These cities were willing to launch a microfinance system that is planned to be expanded nationwide. This idea was born out of a pilot project in the city of Offenbach, in which the overall concept was initiated and tested.

Originally, the project was limited to neighbourhoods that are part of the federal programme “Socially Integrative City”. Since this restriction turned out to be problematic – because demand for microcredits also came from other parts of the cities – project managers in Duisburg tried to open the project to interested parties from the whole city. This opening became possible with the help of the local economy promotion company that took over the project management for those parts of the city that are not target areas.

Another interesting fact regarding partnerships is the engagement of the local savings bank.

## Basic description of the background and setting

### *Challenges that the practice addresses*

Microcredits in Duisburg address two problematic issues:

1. The establishment of a microfinance system at neighbourhood level in order to support local economic activities, also as a possible way out of unemployment;
2. The revitalisation of spaces in deprived neighbourhoods with the help of a better working local economy.

### *The context*

The neighbourhoods of Marxloh, Bruckhausen, Beeck and Hochfeld (“Socially Integrative City” programme neighbourhoods) and Dichter-viertel in Obermarxloh (“Urban Restructuring in the Old Federal States” programme neighbourhood) are characterised by high unemployment rates and a weak local economy. Many shops have closed and local supply is often difficult.

The step towards self-employment is considered one possibility to get out of unemployment. However, for setting up a business, people usually need seed capital, and obtaining a regular loan is generally difficult. People living in a deprived neighbourhood often have the “wrong address” for successful credit negotiations. Further obstacles such as a bad credit record or lacking securities often make it impossible to obtain loans from regular banks.

### *Aims and objectives*

- » to create access to microcredits for small enterprises and/or unemployed people to found own businesses in deprived neighbourhoods;
- » to improve the local economy in deprived neighbourhoods (neighbourhoods funded by the German “Socially Integrative City” programme);
- » to grant microcredits to people who cannot access credit from regular banks;
- » to revitalise vacant retail zones in deprived neighbourhoods;
- » to activate local economy and to reduce unemployment;
- » to establish a microfinance system in Germany.

### *Social innovation*

The general idea of microcredits or microloans is not new at all. Especially since 2006, when Muhammad Yunus was awarded the Nobel Peace Prize for his engagement in microcredits in Bangladesh, microcredits have become known all over the world. However, since the 1970s, when the Grameen Bank began granting microcredits, they were initially used for the most part in developing countries. In the early 1990s, however, some European countries (Netherlands, France) took on the idea.



Today, microcredits are considered a useful instrument, in Germany as well. A particular experience has been a microcredit project in the city of Offenbach. Out of this project, a federal project for allowing microcredits and developing a microcredit structure is going to be established. In a first stage, four German cities take part in this project, which is called MIQUA (Mikrofinanzierung für Quartiere – Microfinance for neighbourhoods); and there are plans to expand the network.

Duisburg is one of these partners, and for the first time it is possible to allow microcredits in Duisburg outside regular bank structures, and with professional assistance in all phases. Furthermore, the project provided the chance to create new public-private partnerships in the city.

In short, the concept of microcredits is a new one for German cities, and even newer as an instrument of integrated neighbourhood development.

### Case: Concise description and explanation of the practice

#### *Main components or parts of the practice*

- » to allow microcredits for small enterprises and/or business start-ups;
- » to offer consulting services and monitoring for applicants and recipients of microcredits;
- » to accompany new entrepreneurs to their path to new self-employment;
- » to develop regular public relation campaigns;
- » to establish new (financial and organisational) cooperation structures (in particular public-private partnerships).

#### *Timing – Start and duration*

September 2009 – August 2012

#### *Process – Development over time*

During the first phase, partnerships were developed. Perhaps the most important step was to find funding for a local safeguard fund, which could then be quintupled by the German Microfinance Fund. However, since the launch of

the project, there has been no special development except regarding the number of allowed microcredits. The project is much more about daily work than about development over time.

Microcredits can be applied for throughout the year. An allocation committee meets approximately once a month to decide on applications. Furthermore, the project developed public relation strategies. Once a year, a campaign (press releases, posters, interviews, etc.) will be put into practice; the first one took place at the beginning of the project. At the moment (February 2011), a second campaign is being prepared. Over time, more and more partners were found to support the project. Collaboration with the local employment centre will be intensified more and more.

#### *Overcoming challenges*

Based on previous experience in the pilot city Offenbach, the restriction of funding to neighbourhoods that are part of the Socially Integrative City programme was seen as a problem. Microcredit deposits (from the local safeguard fund and German Microfinance Fund) seemed sufficient to satisfy the demand coming from other neighbourhoods as well, but project funding covering accompanying activities such as assistance, consulting, management, etc., could be only used in these specific neighbourhoods.

Stakeholders in Duisburg mentioned this problem from the beginning. However, already in the first phase, the local economy promotion company was integrated as a partner and was



*Project manager with owner of a new grocery store in front of the shop, Duisburg*

willing to assume responsibility for the project in all other neighbourhoods of the city.

### *Transnationality*

The URBACT project RegGov has not been focused on the project level, but rather on the programme level. The project was mentioned exemplarily within thematic seminars and cluster meetings, but the practice has not been developed further.

However, the project approach was developed on the basis of international experience. Transnational exchange directly related to the topic of microfinance would be desirable.

### *Key actors*

#### *Main actors involved*

After a successful pilot project on microcredits in the city of Offenbach, the organisation in charge of project execution, KIZ Management Limited, together with three partners in other German cities, had the chance to receive federal and EU project funding for a three-year microcredit project. Following KIZ's suggestion, the city of Duisburg became one of the partners. Project funding is bound to neighbourhoods that are part of the "Socially Integrative City" programme. The EG DU Development Agency Duisburg GmbH has been working in these neighbourhoods of Duisburg for years. Thus, the already existing neighbourhood managers could easily become proponents, working closely together with the EG DU microcredits project manager.

Partners:

- » EG DU Development Agency Duisburg GmbH – project manager
- » GfW Duisburg: local economic promotion company
- » IHZ Internationales Handelszentrum (International Trade Centre)
- » City of Duisburg, Department of Statistics, Urban Research and European Affairs
- » Sparkasse Duisburg: local savings bank
- » DMI Deutsches Mikrofinanz Institut (German Institute of Microfinance)
- » GLS Bank GLS Gemeinschaftsbank eG (Community Bank for Loans and Gifts)

- » Deutsche Mikrofinanzfonds (German Microfinance Fund)
- » KIZ gGmbH KIZ gemeinnützige Projektgesellschaft mbH – executive organisation for the project
- » BIWAQ – "Socially Integrative City – Education, Business, Work in the Neighbourhood" (Federal programme)

Private partners mainly come from the financial sector. The engagement of the local savings bank (Sparkasse Duisburg) should be highlighted in particular. The savings bank provided 20,000 EUR for the local safeguard fund, which was necessary as basic security for the project to start. Since funding was a donation, it will remain part of the German Microfinance Fund even after the project ends.

In addition to the partners, other stakeholders behave as proponents of the project, in particular the local branch of the National Employment Agency (Jobcenter).

#### *Coordination mechanisms*

Within the framework of the project, EG DU is responsible for credit operation, for providing assistance and for monitoring activities. However, EG DU staff members are at the same time neighbourhood managers in the target areas and, thus, they serve as contact persons for potential microcredit applicants and recipients. Staff members of GfW (local economic promotion company) attend to clients from other neighbourhoods and fulfil a deputy function for the EG DU project manager.

An allocation committee discusses microcredit applications once a month. The four members of the committee belong to four different partners: EG DU, GfW, City of Duisburg, and Internationales Handelszentrum. Applicants can present their business ideas to the committee, which decides directly whether an application is approved or not.

Tasks and responsibilities of the partners:

- » EG DU (project manager): coordination and consulting, assistance to microcredit applicants and recipients in "Socially Integrative City" programme neighbourhoods, member of allocation committee

- » GfW: coordination, consulting and assistance in neighbourhoods which are not within the “Socially Integrative City” programme; member of allocation committee
- » IHZ: member of allocation committee
- » City of Duisburg: member of allocation committee
- » Sparkasse: donation of 20,000 EUR as basis for local safeguard fund
- » DMI: microcredit payments
- » GLS Bank: microcredit payments
- » Deutsche Mikrofinanz: provision of 80,000 EUR for local safeguard fund
- » KIZ gGmbH: project executing organisation (regarding all four partner cities)
- » BIWAQ, a European-Federal programme dedicated to education, business and work in Socially Integrative City programme neighbourhoods: project funding (ESF)

### Participation

Residents or users are involved as beneficiaries.

### Supporting programmes and funding sources

#### Total cost and sources of funding

48,000 EUR plus VAT:  
ESF funding for consulting service and assistance to potential microcredit applicants and recipients, accompanying monitoring

20,000 EUR:  
donations for local safeguard fund

100,000 EUR:  
loan from a federal programme (German Federal Ministry of Economics and Technology) for start-ups

#### EU financial contribution

ESF funding is linked to the European-federal programme BIWAQ “Socially Integrative City – Education, Business and Work in Neighbourhoods”. The whole programme is implemented between 2008 and 2015; its total budget is 184 million euros, including 124 million euros of ESF funding.



*Project manager and board member of Sparkasse Duisburg with a donation of the local savings bank, Duisburg*

### Immediate and lasting results

#### Overall impact

- » Steps towards revitalization of vacant zones and improvement of quality of life in deprived neighbourhoods
- » New job opportunities for formerly unemployed people
- » New strategic partnerships among stakeholders
- » Step towards a Germany-wide microfinance system

#### Beneficiaries

- » Recipients of micro credits (small enterprises)
- » Neighbourhoods – in terms of revitalizing deprived neighbourhoods

To a certain extent, the employment centre (Jobcenter) can also be seen as beneficiary, since it is in charge of finding job opportunities for unemployed people. Funding and subsidies for business start-ups has been steadily reduced. Thus, the employment centre can recommend microcredits as an alternative to their own programmes.

#### Concrete results

Until February 2011, twelve microcredits have been granted. Six of them were granted to small enterprises in one of the five target areas. They include the opening of a bakery, two restaurants and a stationary store. Furthermore, the microcredit programme enabled an insulation company and a chauffeur to start business.

### *Impact on governance*

The project provided an opportunity to intensify existing partnerships and to gain access to new partners. At the same time, the partners' positive experiences facilitate the expansion of the city's network. The local economic promotion company, for instance, was sensitised to the topic and needs of the local economy in deprived neighbourhoods. Today it seems possible to achieve a sustainable success in the field of microfinance with the help of the local economic promotion company. The local savings bank has also been sensitised to issues of the local economy. Furthermore, the project contributed to the improvement of deprived neighbourhoods' image. This translated into a benefit and increased visibility for other initiatives and programmes in these neighbourhoods.

### *Lessons to be learnt*

#### *Success factors*

There are real difficulties in setting up microfinance structures at the neighbourhood level. Thus, the biggest success factor is probably the fact that a microfinance system has been developed that even predates the MIQUA project. The fact that the network of four cities is currently testing this microfinance system must also be considered a success. At local level in Duisburg, there has also been success in terms of the actors involved. On the one hand, EG DU as project manager was able to make use of its established neighbourhood management structures. And on the other hand, GfW as second management partner took over the responsibility of expanding the project to the city as a whole.

#### *Barriers, bottlenecks and challenges*

In general, it is not possible to establish a successful microcredit system without subsidies. Microloans at the neighbourhood level need public funding. Furthermore, it can be only one additional instrument to strengthen local economy in deprived neighbourhoods. Microcredits should not be seen as an overall solution for strengthening local economy. Nevertheless, there are challenges in terms of daily work, relating to the amount of work, in particular the

time and effort that goes into consultancy activities. Granting microcredits always means checking applications and business ideas, not only with regard to business plans, but also to the personal and social situations of the applicants. Project staff who were trained and experienced in dealing with purely financial and business issues had to acquire new social competences.

For the applicants of microcredits, challenges often regard basic steps such as filling in the requested forms or finding a guarantor. Apparently, the first steps are an obstacle, especially for women. Although many women ask for basic information and consultancy, only 20 percent of microcredit recipients are females. Repayment is also sometimes a problem. Project managers often have to remind recipients personally, and recipients often still live under difficult economic conditions. Furthermore, it has so far not been possible to evaluate the long-term success of the individual new businesses.

#### *Future issues*

The central issue is the question of whether, and in what way a microfinance structure will be established in Duisburg after the current project. Involvement of the local Jobcenter is a practical issue. At the moment it is not a real partner but acts as a proponent and at the same time enjoys a certain benefit (see above). This brings up the question of how collaboration can be intensified, both in terms of work and perhaps also in terms of funding.

#### *Transnationality*

As mentioned above, RegGov exchange was mainly focused on the programme level and not on the project level.

#### *Duration*

The project started in September 2009 and will continue until August 2012. However, there will be a transition phase after August 2012 for repayments. Whether the granting of microcredits in Duisburg will continue afterwards is not clear at the moment and depends on different issues regarding actors and funding. Discussions on possible follow-up strategies will take place in 2011.



### Transferability

The general project approach is also transferable to other situations. It is even an explicit goal of the project to be transferred to as many places as possible. The more neighbourhoods participate in a microfinance system and the more closely-knit a microfinance network becomes, the more successful it can become in terms of independence and flexibility.

### Expert opinion

From an external perspective, two aspects seem to be particularly interesting. The first issue has to do with the fact that a financial instrument has been used to connect issues of local economy and unemployment with spatial problems in deprived neighbourhoods. The fact that local development is also a matter related to social and labour market issues has definitely not yet been broadly accepted. The project demonstrated that financial instruments can be one part of an integrated approach to neighbourhood development.

The second issue worth highlighting pertains to actors, partnerships and the intelligent use of funding. Establishing a microfinance system at the neighbourhood level requires partners. This has been understood both on the upper level, in terms of networking between different cities, and on local level, in terms of strong partners in the city. The concept of involving the local economic promotion company as project manager for non-“Socially Integrative City” programme neighbourhoods can be considered an example of the intelligent use of resources and a cross-sector strategy.

The project proved (once again) that strong partnerships are a basis for success. However, in spite of the microcredits' success, there should not be too much enthusiasm about microfinance instruments. They can only be one tool within an integrated strategy of both neighbourhood development and labour policies.

### Stakeholder opinion

For the city of Duisburg the project provides an additional instrument within the context of efforts in integrated neighbourhood development. Unemployment and a weak local economy are



Postcard promoting microcredits

two problematic issues in these neighbourhoods that are addressed with the microcredits project. Regarding partnerships, the project has been a chance to develop new networks, which can also be used in other projects.

From the clients' (credit recipients) perspective, the microcredits offered within this project are often the only way to receive seed capital for a business of their own. The assistance offered is also useful for the business plan.

From the employment office's perspective, additional financial possibilities for new entrepreneurs that have been unemployed are also interesting, because this allows subsidies for new self-employed people to be saved and applied elsewhere.

From the perspective of the German Microfinance Fund, the German Institute of Microfinance and GLS Bank, the project is one important step towards the establishment of a Germany-wide microfinance structure.

For the local savings bank, the project has provided an occasion to promote their service. Donating funding for the local safeguard fund

was part of their public relations strategy, but at the same time they were able to remain in their regular field of business.

The funding programme BIWAQ is part of German labour policy and the integrated approach to deprived neighbourhoods. Its aim to develop new job opportunities fits perfectly into the microcredit project approach.

## Information sources

### Name of the initiative

Mikrokredite in Duisburg

### Country/region/city etc.

Germany, North Rhine-Westphalia, Duisburg  
Neighbourhoods: Marxloh, Dichterviertel,  
Bruckhausen, Beeck, Hochfeld

### Administering organisation(s)

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### Interviewed persons

Telephone: Anke Gorres, EG DU, 2/2/2011

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# SÖDERTÄLJE – THE TELGE MODEL: A PUBLIC-PRIVATE JOINT VENTURE WITH CORPORATE SOCIAL RESPONSIBILITY

*Authors: Eva Bjurholm, Senior Coordinator/Analyst, City Council Office of Södertälje, and Petra Potz, Lead Expert, Berlin*

In Södertälje, this integrated form of corporate social responsibility, especially of company-building between public and private, has been established with an explicit focus on unemployment. This innovative joint venture tackles employment as the key issue in enabling people to feel integrated in society.

**There is a strong need for new solutions to the multitude of challenges of disadvantaged groups. Together with seven nationally active companies, the Municipality of Södertälje is working closely within “Telge Growth” or Telge Tillväxt, a company whose main goal is to provide jobs for unemployed young people. The goal is to cut the unemployment rate among young people in Södertälje by half.**

## Overview

Like a number of big and medium-sized municipalities in Sweden, the Municipality of Södertälje owns a Public Company, with a number of subsidiary public companies working in the areas of housing, waste management, production of biogas, water and water distribution, sewage systems, the production and distribution of heating, the production and distribution of electricity, the distribution of broadband and cable TV networks. Overall, the annual net costs of the Telge Public Company are around 1.4 billion euros. Of the profits being made in the company, a small portion is handed over to the Municipality as a refund, while the rest goes back into the company and new investments.

In the last five years, a growing number of refugees, in particular from Iraq, have asked for asylum in Sweden, mainly due to the relatively liberal immigration policies of the Swedish Government. Because of earlier waves of immigration to Södertälje by the Orthodox Christian minority of the Assyrians/Syrians extending back 40 years, most of the Christian-Chaldean refu-



gees coming to Sweden from Iraq have settled in Södertälje, and a large number of them in the RegGov target area of Ronna. In parts of the Middle Eastern countries, it is a well known fact that the City of Södertälje is a meeting point for immigration and settlement for Christians from the Middle East. As a result, there are few Moslems in the City of Södertälje.

In the course of the last five years, about 10,000 Iraqi refugees have settled in Södertälje, a city with an annual ordinary net population growth of about 500 inhabitants. The Municipality Services are under great pressure to meet the needs and demands of the refugees for dwellings, financial support, community introduction and Swedish courses, schools and classes, adult education, skills training, vocational training, jobs and employment.

As necessity is the mother of invention, the City Council Committee decided that the Public Company Telge should support the Municipality Services, especially in the sector of employment/unemployment, but also to cover the needs of construction of new public housing blocks. The private sector has wide-ranging experience with the needs of the Municipality as employer, and has the support of a broad network. Negotiations between the Municipality, the Public Company Telge and certain companies within the private sector led to agreements. So far three public-private partnerships have turned into company formations to serve the needs mentioned above. By Swedish standards, this is a new form of cooperation between the public and the private sector.

## Basic description of the background and setting

### *Challenges that the practice addresses*

One of the pressing problems in the city of Södertälje is unemployment, especially of newly arrived immigrants and the long-term unemployed. Usually in Sweden this is a national-level competence and not the responsibility of the Municipality, but the steps taken were simply not sufficient. This is where the analysis at local level came in and the independent search for solutions and the involvement of big companies began.

### *The context*

Södertälje is a small city of 86,000 people, located forty minutes south of Stockholm but still within the Stockholm agglomeration. The overall unemployment rate in the city is about 8%, but in the deprived urban areas it is double, at 15-16%. The city has problems of high unemployment among its newly arrived migrant communities and of long-term unemployment in general. Usually in Sweden unemployment is a national-level competence and not the responsibility of the Municipality, but the steps taken by national authorities were not sufficient to address the problems that Södertälje was facing. This is where the analysis at local level led the city to start involving big companies.

The Telge Company gathers existing municipal services and is entirely owned by the Municipality. It was founded and incorporated as a group in 2004 and is owned by the Municipality of Södertälje. The chair of the board, Anders Lago, is also the Chairman of the Municipal Executive Board (the equivalent of the Mayor) of Södertälje. Some figures explain the importance of the company for the city.

- » Annual sales: 645 million EUR
- » Revenue: 25 million EUR
- » 700 employees
- » 14 companies
- » 13 business units.

Telge Group has a diversified range of activities:

- » Electricity sales, 170,000 private homes
- » Infrastructure (electricity, water, central heating, broadband) 47,000 households & companies
- » Electricity brokerage for 50 large corporations
- » Recycling & waste management, 55,000 households & companies
- » Public housing, 11,000 apartments
- » Real estate, 500,000 m<sup>2</sup>
- » Port Authority & Stewarding
- » Science centre, 350,000 visitors
- » Procurement, 322 million EUR/year
- » *Employment agency*
- » *House building & construction*
- » *Temporary staffing*



## Aims and objectives

### *The main objectives of Telge Company are*

- » to provide services that are of great importance to the people and companies in Södertälje,
- » to be profitable and pay dividends to the owner,
- » to make Södertälje more attractive, and
- » to challenge existing industry structures.

Besides the “classical” activities of municipal services, Telge Group has developed some pilot projects linked directly to the structural problems in deprived neighbourhoods.

### *Social innovation*

The three business units of Telge Company – the Employment agency, House building & construction and Temporary staffing – are engaged in a new kind of partnership, especially with big private companies as co-owners working explicitly on the main structural problems of deprived neighbourhoods.

## Case: Concise description and explanation of the practice

### *Main components or parts of the practice*

According to the so-called “Telge model”, three of the 13 business units are involved in a new kind of partnership with large private companies to tackle main structural employment problems in deprived neighbourhoods.

- » “*Telge Manpower Jobbstart AB*” is an employment agency co-owned by the international company Manpower.

The target groups are, in particular, newly arrived immigrants and the long-term unemployed. The objective is to “cut unemployment periods from 7 years to 6 months”. Each month, 60 unemployed persons from the target group are enrolled into the programme of this company. The programme sees to it that they are coached and trained individually and that there is one specific contact person helping to find the right job for that particular person. The objective is to get them into regular employment.

Manpower AB is a national and international recruitment company and has experience as a paid consultant to the Municipality in issues of professional recruitments of staff. Manpower AB also has experience cooperating with the National Agency of Labour in other parts of Sweden and the Stockholm Region in the qualification of immigrants. In the aftermath of the recent recession period, there is an increasing need for skilled workers. At the same time, the generation born between 1940 and 1950 are going into retirement and have to be replaced. The objectives and interests of Manpower AB and the Municipality of Södertälje corresponded with each other, and the company of Telge Manpower AB was created to handle the unemployed in Södertälje and in the RegGov target area of Ronna, both immigrants and national Swedes. A third partner in the cooperation is the local branch of the National Labour Agency. Telge Manpower AB has networks with employers, both in Södertälje, Stockholm Region and elsewhere. The Municipality and the National Labour Agency have the duty to assist the unemployed, and the public authorities provide the skills and training agendas measured to match the unemployed, to ensure that they are “job-ready” for the labour market. It is a win-win situation for everyone involved.

- » *House building & construction “Telge PEAB”*: This is a construction company co-owned with Peab AB, a construction company operating in the Nordic countries.

Telge Peab is a cooperation between the Municipality’s own company and the construction company Peab, with the Municipality holding 49% of the shares.

The employees are either long-term unemployed construction workers or immigrants with craftsman experience from their home country. It is a local business. They work in the construction of residential apartments in Södertälje only, but for competition reasons not for the Municipality.

The Public Housing Company of Telge owns a large stock of flats built in the late 1960s and early 1970s in the suburban areas of Södertälje, like in the case of Ronna. Most of the housing stock from that period is in need of regeneration, and the costs are considerable.

The Company Peab AB is a private company that works across Sweden as a building and construction company, with major contracts in infrastructure – roads, bridges, offices, apartment buildings etc. Due to the generation shift, major construction companies are finding it difficult to recruit skilled staff on the labour market. This scarcity of skilled workers could get even worse in the future. There was therefore a clear motivation on the part of Peab AB to enter into negotiations on a partnership with the Municipality of Södertälje and the Public Company Telge regarding the issue of a joint venture for the recruitment and the training of unemployed migrants and other unemployed persons.

From the Municipality's point of view, this offers a chance for long-term unemployed persons to establish themselves as skilled workers and to become financially self-dependent. From the view of the Public Housing Company of Telge, this is the chance to begin the regeneration of the housing stock with less investment, since the labour cost would be cheaper during the skills training. During this period, the recruited trainees will be paid by the social benefits system and by the national unemployment benefit system.

» *Temporary staffing "Telge Tillväxt AB" (tillväxt = growth):* Co-owners in a joint venture are private companies in the sphere of retailers, food, banking, trucks, constructions, insurance and recruitment: Swedbank, Scania, COOP, Folksam, Manpower, Peab AB and Mekonomen. The National Labour Agency is on the company's board as well.

The temporary staffing service's target is a 50% cut in youth unemployment, i.e. unemployed among 18 to 24-year-olds.

This is a new activity, starting in 2011, with a focus on young people as a target group. Young people are both very expensive in terms of public subsidies, and if permanently unemployed they are most at risk of engaging in various criminal activities, black market activity etc. The long-term aim is to ensure employment for the young generation.

150 unemployed and unskilled young people will be hired in 2011, about 10% of the target group, without any pre-selection. During the

first three months, they will be employed by Telge to clean up the city, after which point they will be "rented out" to other companies (by the hour or by the day, as needed). There will be appropriate skills training in cooperation with the private companies concerned. For a smaller company, the bureaucratic procedure would be complicated, if they have the needs and want to hire someone in a flexible way. This is how the business plan should work.

During the time span of 12 months, these young people should leave the company after having gained training and some work experience in their field. Funding comes from the companies hiring the youngsters and from the national agency, but this is money that anybody can receive.

One motivation for the companies is the compensation for the loss of the workers from the generations of the 1940s and 1950s from the labour force.

#### *Timing – Start and duration*

Permanent duration.

"Telge Manpower Jobbstart AB" was created in February 2009. Starting point of activities: April 2009.

"Telge Peab AB" was created in July 2009. Starting point of activities: October 2010.

"Telge Tillväxt AB" was created in September 2010. Starting point of activities: January 2011.

#### *Process – Development over time*

Beginning with the actual point of creation and of joint-venture agreements between the public and private companies (in this context, there has also been a process of political decision-making for each joint venture in the Local Parliament of the Municipality of Södertälje), a process of structuring and organisation of the companies has taken place. This process entails the nomination of steering committees, recruiting of CEOs, recruiting of staff, office facilities etc. The activities of the respective companies are as follow:

1. "Telge Manpower Jobbstart AB" is working with a number of unemployed people, immigrants and young people, using its business networks to get them a variety of adequate

jobs for skills training and practical work. There is also support for individuals in need of extra tuition and vocational training, or in need of basic primary or secondary schooling for that matter (some of the immigrants might have a low educational level), so that they can develop the needed competencies. A recent figure shows that from the actual number of “participants”, approx. 40 % are employed.

2. “*Telge Peab AB*” has recruited a number of unemployed, mostly immigrants, in the process of training them for construction work. The trainees are employed by Telge Peab AB. This is done in collaboration with the National Agency of Labour, the Municipality Adult Educational System and the Local College of Vocational Training. Skills training is provided in the workplaces where Telge Peab AB has “won” procurements for regeneration. The long-term aim is two-fold: meeting the real need for regeneration of a number of the old housing stocks, and fostering employment and skills development among the unemployed.
3. “*Telge Tillväxt AB*” has just started, and the company is in the structuring and organising phase. The company was just recently granted funding from the European Social Fund. At the same time, a number of young people have been recruited and employed by the company. They receive support from the companies’ training staff, who “investigate” their skills or lack of skills. If there is the need for further development of individual skills and competencies, they are given access to such measures. Since the company itself is a joint venture between a number of companies with a broad market and a large professional staff, the employed trainees have been “distributed” to the companies according to their interests and previous skills.

### Overcoming challenges

The main challenges are the long-term perspectives of the unemployed. Here, the new public-private partnership has to gain experiences. Another challenge is the integration of public taxpayers’ money and private shareholders’ money, as well as the distribution of profits and costs. A trustful cooperation of the public company with private enterprises (with differ-

ent interests and expectations) takes time and needs measurable successes to develop.

### Transnationality

The Telge experience has been presented in the RegGov meetings and has been discussed as an interesting and transferable model for other partners with similar situations.

### Key actors

#### Main actors involved

- » City of Södertälje
- » Telge Company with the involved three joint ventures
- » The involved private companies, e.g. Swedbank, Scania, COOP, Folksam, Manpower, Peab and Mekonomen
- » National Labour Agency

#### Coordination mechanisms

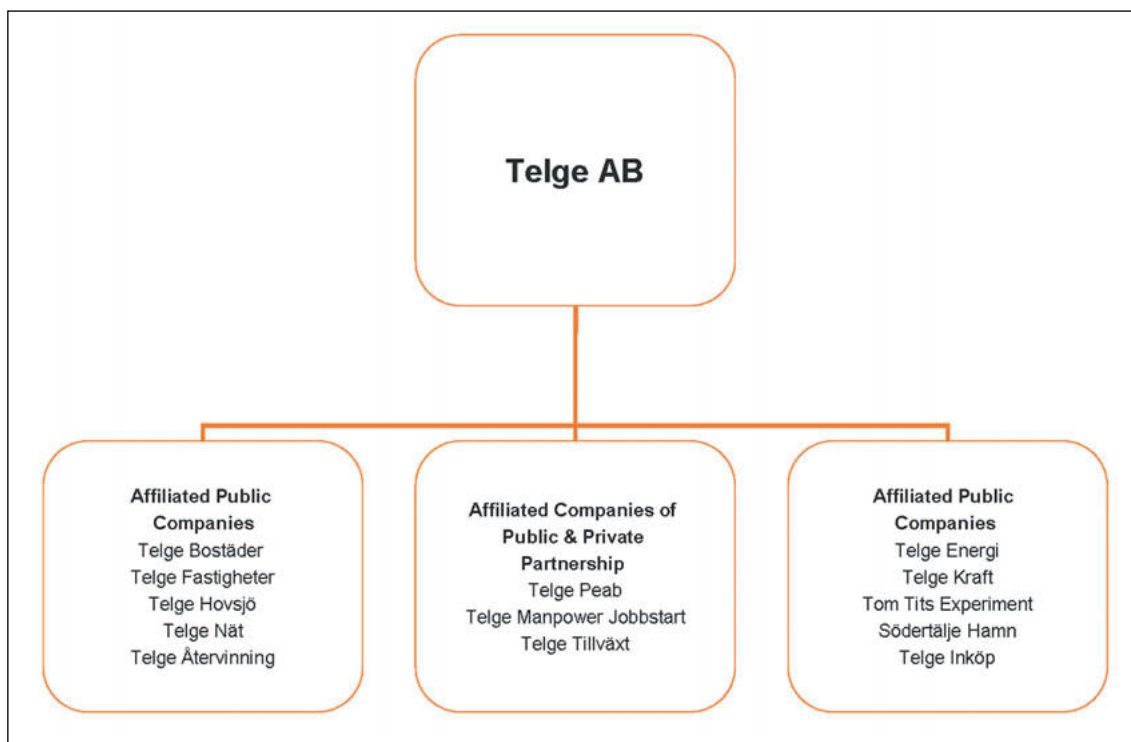
The main actors created a public-private joint venture.

#### Participation

Target group are the long-term unemployed and newly arrived immigrants, mostly those living in disadvantaged neighbourhoods, who can be stimulated to find employment.

The joint work of private companies and the Municipality anchors these companies in the city and also lays the foundation for trustful cooperation.

The Municipality of Södertälje has undertaken this action with a number of calculations regarding side effects in “deprived” neighbourhoods of Södertälje, including the effects on the neighbourhood of Ronna (it must not be forgotten that there are four deprived neighbourhoods with the same standard as Ronna). Main issues are the fight against deprivation and criminality, the recruitment of young and unemployed people into criminal gangs and the black market, public health, employment and empowerment, better results in terms of skills and competence etc. A number of departments are involved in the Municipality



Organisational structure of the Telge Model, Södertälje

and within the National Agency of Labour and the National Police. The Local Support Group does “support” the actions, but cannot interfere within the actions or businesses of the companies.

### Supporting programmes and funding sources

#### Total cost and sources of funding

The budget and finances are part of the partner budgets.

#### EU financial contribution

Telge Tillväxt AB in 2011 has received 2.7 million euros as support from the European Social Fund to deal with youth unemployment.

### Immediate and lasting results

#### Overall impact

These company actions can only be measured over time. It is still too early for any kind of evaluation such as a cost-benefit analysis.

Is this a win-win situation for all involved parties? For the participants/employed? For the private companies? For the Municipality and the taxpayers? What effect will there be regarding the aims of reducing black market activity, crime or unemployment, or example? How will it impact economic growth or the regeneration of the old housing stock or facilitate the integration of new immigrants into the Swedish society?

These are the central questions which will have to be examined over time.

#### Beneficiaries

- » Young unemployed citizens
- » Migrant residents in need of employment
- » Private companies looking for a newly motivated and skilled working force
- » Municipality for local employment effects in deprived areas

#### Impact on governance

By Swedish standards, this is a new form of cooperation between the public and the private sector. At the same time, it is a new form of cooperation between the national level (National Labour Agency) and the local level (City



of Södertälje) on issues of common strategic interest, namely the integration of migrants and long-term and youth unemployment.

## Lessons to be learnt

### Success factors

Various win-win situations:

- » Involvement of big companies willing to test an innovative way of recruiting workers
- » Municipal sense of responsibility for problematic groups in deprived neighbourhoods

### Barriers, bottlenecks and challenges

- » Creating long-term perspectives for employees after the initial support ends
- » Limitation of potential jobs

### Future issues

Long-term effects should be less public subsidies, less problematic situations in the neighbourhoods. It is still too early for evaluation.

### Duration

This is a long-term regular measure, not a project limited in time.

### Transferability

In the Swedish context it is a pilot because it breaks the traditional barrier of the national and Municipality responsibilities with their different finances and budgets.

### Expert opinion

This is a very important pilot for the direct involvement and active engagement of bigger companies in structural unemployment problems of deprived neighbourhoods – with the stimulation and activation of disadvantaged groups into the labour market. It has a big potential to be transferred to other countries (adapting it to specific subsidy and labour market regulation).

## Information sources

### Name of the initiative

The Telge Model – a public-private joint venture with corporate social responsibility

### Country/region/city etc.

Sweden, Stockholm region (without full parliamentary tasks), Södertälje

### Administering organisation(s)

Telge Company  
Alarik von Hofsten, Executive Vice President  
Holmfastvägen 31  
15127 Södertälje – Sweden  
alarik.vonhofsten@telge.se

### Other documentation sources

Presentation of Alarik von Hofsten, Executive Vice President Telge Group, at RegGov Cluster 2 Meeting 3 in Södertälje, 09.12.2010

### Website URL

<http://www.telge.se>

## 4.2 Intervention and Integration: Strategies for Roma and Other Disadvantaged Groups in the Neighbourhood

One of the main issues in neighbourhood development is how to access the most disadvantaged groups living there. In these neighbourhoods, there is a concentration of the implications of social disadvantages, negative demographic development and migration of immigrants and ethnic groups. It is an essential priority to reconstruct solid and stable conditions of life and social cohesion in the neighbourhoods. The integration of those segments of the resident population that are socially and physically marginalised will remain a task well beyond the timeframe of special funding programmes. The affected neighbourhoods and their inhabitants will have to deliver complex integrative efforts. That is why they have to be empowered to do so in the long run – with infrastructure improvement, financial support and in terms of ideals.

For the most part, disadvantaged groups are not used to actively engaging in neighbourhood issues, and individuals are not easily involved or activated in civic development issues. In order to identify and activate these disadvantaged groups differentiated strategies, methods and projects are necessary. It is essential to take advantage of long-term experiences and competences from which concrete needs for action in the respective contexts can be deduced.

In the RegGov cluster concerning the integration of Roma and other disadvantaged groups, many aspects have been broadly discussed: infrastructural, housing issues and how to share public space; how to live together: social and cultural integration; education and employment problems and challenges. Dortmund is trying to cope with an influx of unskilled Roma immigrants from a specific part of Bulgaria; in Satu Mare, long-term solutions are needed in improving both the physical environment and a social inclusion of the poorest part of the community. Nyiregyhaza gave insight into the strategic efforts they are undertaking to improve the housing quality, such as the renovation of an apartment block or the complex social renewal programme of the Huszar estate.

A first necessary condition for the integration of socially disadvantaged groups is to open closed communities and sub-groups in order to develop and agree upon a common perspective, at least at local level.

Key actors of neighbourhood development are the inhabitants, the competent departments in the administration and political decision-making, social institutions and services, local networks and the local economy. All of these have to be strengthened and qualified with a locally-based integrated approach, whereby the following ambitious principles should be taken into account:

- » Comprehensive action for all target groups
- » Orientation towards the needs and issues of the people
- » Promotion of self-organisation and forces of self-help
- » Use of existing resources
- » Improvement of material situation and infrastructural conditions
- » Improvement of immaterial factors
- » Cross-sectoral action
- » Networking and cooperation.

(cf. Hinte et al. 2007)



*Presentation of dances and music in the Huszarvar socio-cultural centre, Nyiregyhaza*



# NIJMEGEN – THE MULTI-PROBLEM APPROACH: “BEHIND THE FRONT DOOR” – A NEW STRATEGY WITH NEIGHBOURHOOD INTERVENTION TEAMS

*Author: Jan Bannink, Area manager and manager of neighbourhood intervention teams.  
Municipality of Nijmegen*

The persistent troubles that were caused by or because of multi-problem households, and the resulting widespread dissatisfaction among other inhabitants in the neighbourhood were the motives for starting a multi-problem approach with multidisciplinary Neighbourhood Intervention Teams.

**Some of the problems in deprived neighbourhoods were being caused by a small group of people and families dominating certain streets and creating trouble. The challenge was to obtain a detailed picture of this situation. Many different institutions with varying perspectives were involved in the search for solutions: the Police, different kinds of social welfare services, housing companies. The multi-problem approach is a courageous and innovative intervention in the neighbourhood, both at individual and family level. This is a very new approach in the Netherlands, as well as in other European contexts, because all social work has been based on a voluntary approach.**

## Overview

Experience with the neighbourhood approach teaches us that individual and social problems in households are often very persistent. These problems can be divided into socio-economic and psycho-social components and are often rooted in previous generations. In many cases there are problems stemming from unemployment, criminal behaviour, benefit dependency, educational and parental problems and/or financial problems. Other common situations are domestic violence, one-parent households and parents with intellectual deficits.

Based on this situation, the Municipality of Nijmegen started a number of Neighbourhood Intervention Teams in 2008. They follow an integral multidisciplinary approach sharing information and willing to cooperate with various disciplines.

## Basic description of the background and setting

### Summary

The motives for starting a Neighbourhood Intervention Team in 2008 were the persistent troubles caused by or because of multi-problem households and the dissatisfaction that arose among other inhabitants of the neighbourhood. A perceptive view of the neighbourhood is therefore needed, but also the recognition of the fact that only a comparatively small part (only a few households) in a neighbourhood can create the bad reputation of a neighbourhood as a whole.

In Nijmegen, the Neighbourhood Intervention Teams are called Wijk-teams (neighbourhood teams). Because of the confusion this term can cause, in this case study the term Neighbourhood Intervention Teams is being used.

### Challenges that the practice addresses

- » Multi-problem households are difficult to deal with using the regular care professionals. Sometimes help is categorically denied, in other cases there is help in a few areas, but it is not coordinated. Often the seriousness of the problems is such that only intense cross-organisational and perhaps forced intervention is needed.
- » Through the accumulation of problems, specific households can find themselves in a downward spiral. Above all, the fate of the children in such families can cause feelings of discomfort and disgust. But most of all, there is a need to improve the situation they live in.
- » Often, multi-problem families will go on for years living with various problems, without anyone noticing or taking action. Partially this is because there is an unwillingness on the part of neighbours to report to authorities. Another reason is that often, parts of the problem are known (by police, corporations, care workers, etc.) but not the whole range of problems in a specific situation.
- » Care professionals are shy to act on problems in these families. The authorization and possibilities that individual professionals have are often inadequate, because a systemic approach is necessary. Only when things es-

calate are interventions possible, but these interventions can often be very radical, such as guardianship or outplacement of the children.

### The context

The multi-problem approach “Getting behind the front door” is focused on tackling these problematic households. This way the entire area will benefit and improve as a living environment. This is done with a care-based approach as well as a repressive approach. Taken as a whole, it is an integral multidisciplinary approach in which various parties

- » share information, while respecting privacy regulations,
- » engage in decisive outreach work: a “get your hands dirty” mentality with regular visits to households,
- » apply a mandatory treatment and apply coercion and compulsion,
- » are willing to cooperate with various disciplines:
  - being capable to partially release their own working domain
  - accepting case-by-case management
- » apply a front-line control: room for a differentiated (professional) interpretation and room for quick interaction in situations they find in homes.

The motives for starting a Neighbourhood Intervention Team in 2008 were the persistent troubles caused by or because of multi-problem households and the dissatisfaction that arose among other inhabitants of the neighbourhood. In Nijmegen, we estimate that at least 50% of the cases that are registered annually with the intervention teams are households affected by multi-problem situations. Together, these households form a small minority of the total population (a few percent), but this can have a very negative influence on the general progress at the neighbourhood level. Often there is trouble and intimidation, causing neighbours to feel unsafe in their neighbourhood, and often leads to these cases not being reported.

Care work often has no grasp of multi-problem families, because many of these families avoid care altogether. Another reason is that often, the various care professionals involved with one family don't pool their abilities and knowledge regarding this specific family.



In the last few years, however, a change has been seen regarding the approach to multi-problem families. New initiatives are focused on case management, an integral approach, a combination of repression and care, frontline control, etc. The fact remains, however, that multi-problem families are significant cause of disturbance and stress for the work of the care professionals.

### *Aims and objectives*

- » Managing of problems for specific households, for their surroundings and for the care professionals, in order to:
  - diminish the troubles experienced in the neighbourhood
  - offer a new perspective to a family so they can start to ascend the social ladder
- » Attaining an overview on the problems in a specific neighbourhood, in order to be able to better anticipate problems in the future;
- » Advance the willingness of neighbours to report problems to authorities;
- » Methodically support and strengthen the regular care institutions, enabling them to realise an integrated systematic approach.

### *Social innovation*

We are prone to label whole areas and neighbourhoods as “bad” or “deprived”. Partially that may well be justified, based on the cheap and often neglected housing. But it doesn’t mean that all households in this specific area can be classified as problematic.

Earlier projects have shown that there is a small group of (multi-problem) households for whom the regular care work is not sufficient, and that therefore, a new approach is needed. A perceptive view of the neighbourhood is needed, and a recognition of the fact that only a comparatively small segment of the neighbourhood contributes to its bad reputation.

The approach (social investment) has to target these multi-problem households. In order to improve and amplify a neighbourhood, an investment needs to be made in these households: this must be done in an integral multi-disciplinary approach.



*Openwijkschool in Wolfskuil, Nijmegen*

### *Case: Concise description and explanation of the practice*

#### *Main components or parts of the practice*

The first step is to compile a plan that identifies the right and suitable care programmes that have to be involved. The neighbourhood team is in charge of deciding upon this composition. This plan is made for one system (family system): All family members are involved. All problems are looked at. All stakeholders/participants are committed. Continue until problems become manageable. If necessary, use pressure and coercion.

- » Start a Neighbourhood Intervention Team
- » Make appointments and reach a mutual commitment with various concerned partners
- » Develop working processes for the Neighbourhood Intervention Teams
- » Organise extended authority (coercion and compulsion)
- » Develop a case registration system
- » Develop a toolbox

#### *Timing – Start and duration*

Autumn 2008 – until 2011

#### *Process – Development over time*

- » First pilot project in neighbourhood Wolfskuil (2008)
- » Further implementation in 6 new neighbourhoods (second half of 2009)
- » Further development of the Neighbourhood Intervention Teams (2009-2011):
  - Further tighten the process agreements
  - Monitor results
  - Evaluation of the project approach (2011)

- » Structural preservation of approach in Nijmegen, keeping cuts and decentralisation of governmental task into consideration.

### Overcoming challenges

- » Share information while respecting privacy regulations
- » Decisive outreach work: a “get your hands dirty” mentality with regular visits to households,
- » Mandatory treatment, with coercion and compulsion if necessary,
- » Willingness to cooperate with various disciplines:
  - being capable to partially release their own domain
  - accepting case-by-case management
- » Front-line control: room for a differentiated (professional) interpretation and room for quick interaction in situations they find in homes.
- » Develop a pool of family coaches

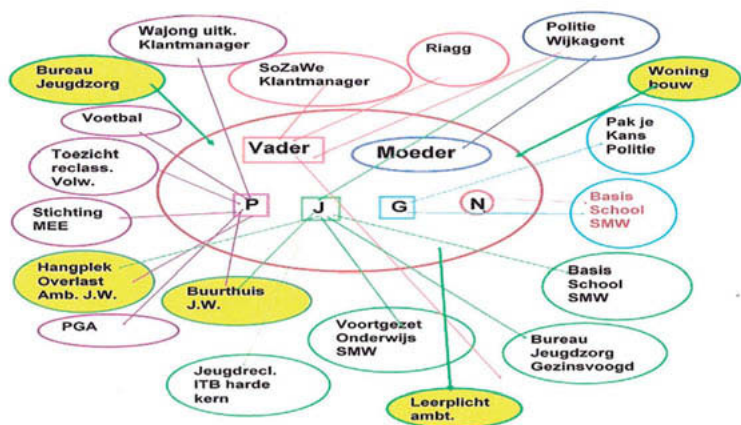
### Key actors

#### Main actors involved

The main participants are the professionals that already work in the neighbourhood:

- » the police man
- » the advisor of the housing corporation
- » the social worker
- » the youth care employer (as of March 2011)

In addition, an expert of the Special Care Centre joins the Neighbourhood Intervention Team for



Management structure of the multi-problem approach, Nijmegen

advice and consultation. The Municipality provides the process director. Another important actor in the working field is a family coach. This senior social worker takes full control in a family, invests a lot of time and effort and is available for this family 24/7. In addition to the main participants, there is a group of care partners involved, depending on the availability in a city.

### Coordination mechanisms

The Municipality of Nijmegen takes the initiative for the approach to multi-problem households, according to the principle: Make sure something is done.

The Neighbourhood Intervention Team is the hotline where all signals regarding multi-problem households should come together. Every case is being discussed and an agreement is made based on a specific approach for a specific case with a specific case manager.

Basic principle:

1 family, 1 plan, 1 case manager.

When a case is expected to be a safety risk for the team or for the public safety, the “Safety House” will be involved as well. This also applies when a multiple offender is involved. The Safety House is a cooperation between Police, Justice, Rehabilitation and the Government (Municipality), in order to accomplish a joint approach in terms of safety issues.

Procedure:

The Neighbourhood Intervention Team meets every 4 weeks and discusses new signals, current and acute cases. Available information will be shared.

- » Following the signals, a summary is made. In this summary, current problems and the present care organisations are addressed.
- » The respective household will be informed about the fact that the Neighbourhood Intervention Team is talking about their case and that information is being shared. There is a possibility to object, with the exception of cases with an obvious importance.
- » Problem analysis: The essential factor is the problems in a household, not the existing help requests, for example.
- » The drawing up of a plan for one specific household, one plan, one case manager.

- » Management of the implementation of the plan.
- » Monitoring and closing of a case. A case will not be closed without an essential plan for regular needed care.

### Participation

With this (type of) approach, only professionals are involved. By no means is there direct participation of inhabitants in this approach. Considering the nature and privacy concerns of this approach, this would be impossible. However, inhabitants do know about the Neighbourhood Intervention Teams and their targets and tasks in general terms. Inhabitants are also encouraged to report troubles and criminal facts, as well as to communicate their concerns about neighbours.

### Supporting programmes and funding sources

#### Total cost and sources of funding

Total cost, annually, for all intervention teams: 960,000 EUR

- » Direct cost intervention teams: 342,000 EUR
- » Family coaches: 365,000 EUR
- » Extra case management: 253,000 EUR

Annual total cost per intervention team: 137,100 EUR (direct cost 49,000 EUR per Intervention Team)

Sources of funding:

Central government: 355,500 EUR  
 Regional government (Province): 411,000 EUR  
 Local government: 106,000 EUR  
 Housing corporations: 87,500 EUR

#### Annual budget in EUR

960,000 EUR if continued in structure and approach

### Immediate and lasting results

#### Overall impact

- » Diminishment of nuisance and intimidating behaviour in deprived areas is slowly noticeable.

- » Other inhabitants of deprived areas feel heard, and notice that problems are being taken care of.
- » People feel safer.
- » Frustrated care professionals feel good about their work again.
- » A change in thinking about assignments for care parties develops.
- » A first Social Costs and Benefits Analysis is made. It shows the positive contribution of the Neighbourhood Intervention Team.

#### Beneficiaries are:

- » the specific households,
- » the deprived areas they live in,
- » housing corporations: rent is paid (again), pollution of house and garden is taken care of, diminishment of nuisance and intimidating behaviour in deprived areas is noticeable, which is good for overall situation in the specific area,
- » youth care,
- » and also the City of Nijmegen as a whole.

#### Concrete results

- » 7 Neighbourhood Intervention Teams in 7 different deprived areas
- » In 2009, 291 severe multi-problem households were dealt with.
- » In 40 households, there was a family coach at work.
- » In 7 cases, the Team chose to use an intensive case management.

#### Impact on governance

The liveability in all areas and neighbourhoods in Nijmegen is a target of our Mayor (and aldermen). Furthermore, inhabitants would like to be able to trust a government that points out the problems and deals with them as well. This calls for a direct approach on the part of the government, which entails certain risk. On the other hand, the risk of doing nothing is always larger.

### Lessons to be learnt

Privacy is as important as you make it. Trust in each other's professionalism is critical. A specific type of professional is necessary for efficient case management.

### Barriers, bottlenecks and challenges

In general, care work depends on a request for help, and can offer only what is available in the respective organisation. When dealing with multi-problem households, there are often many problems, although there is hardly ever a request for help: and if there is, it doesn't cover the whole complex situation.

### Future issues

- » Sufficient funding in the future to keep the Neighbourhood Intervention Teams operable.
- » Implementation of our policy regarding the insights we have developed using the Neighbourhood Intervention Teams (our vision on and assumptions of the needs in care).
- » Is it necessary for the government to be in charge of case management, or can this be assigned to one of the other parties involved?
- » How can we get a household-based social network to become involved in the care for a family?

### Transferability

The concept of the Neighbourhood Intervention Teams can operate anywhere it is needed. Not only in every area in Nijmegen, but also in different cities, national and international. It is a locally developed method, but it fits in a broader development in the Netherlands in which the main issues are more outreach, direct confrontation and a problem-based approach to problems.

Nijmegen is involved in a national exchange programme together with 7 other cities for "working behind the front door". The co-funding is based on broader goals like "improving deprived areas". The multi-problem approach fits in with these broader goals.

Housing corporations co-finance this project because they are the ones that benefit most and directly! This is the most important organisational question: Cui bono?

### Stakeholder opinion

The organisations involved in the Neighbourhood Intervention Team are very enthusiastic about this concept. The lines of communication and appointments are short. The professionals working in the deprived areas can share questions and problems with colleagues. By working together, it is easier to get help in a household, based on coercion and compulsion, which makes it easier to address a specific situation. By working together and sharing information about a case, plans for a specific approach in a specific family can be made. A clear and perceptive view of the neighbourhood exists, of the inhabitants, the problems, the relations between people, etc.

### Information sources

#### Name of the initiative

The Municipality of Nijmegen

#### Country/region/city etc.

Netherlands, Province of Gelderland, Nijmegen  
Neighbourhoods: Wolfskuil, Waterkwartier, Hatert, Dukenburg, Lindenholt, Neerbosch-Oost, Midden

#### Administering organisation(s)

Gemeente Nijmegen  
Jan Bannink  
Korte Nieuwstraat 6  
6511 PP Nijmegen – The Netherlands  
Tel.: +31 (0)24 329 9056  
Mail: j.bannink@nijmegen.nl

#### Other documentation sources

Brochure Wijkteams Overlast – en Multiproblemuishoudens (Neighbourhood Intervention Teams), Gemeente Nijmegen, edition September 2010  
Het Wijkteam in Wolfskuil, een evaluatie (The Neighbourhood Intervention Team in the Wolfskuil, an evaluation), Gemeente Nijmegen, Hans Vouts (O&S). edition November 2009  
Evaluatie Wijkteams 2010 (Evaluation Neighbourhood Intervention Teams 2010), In progress, O&S





## RUDA SLASKA – THE LOCAL ACTIVITY PROGRAMME FOR THE KAUFHAUS NEIGHBOURHOOD

*Author: Michal Szydlowski, Social Worker, Project Manager, City of Ruda Slaska*

The activity of the local community is a shield against deprivation and social difficulties – we organise the local community.

**“Kaufhaus” is an old working-class neighbourhood next to the steelworks of Ruda Slaska dating back to the beginning of the 20<sup>th</sup> century. Many of the residents are poor and are recipients of public assistance. No significant renovations have been undertaken on the housing stock since its construction. The apartment buildings are heated with coal, and between each floor there are only common bathroom facilities. The first design projects for public spaces are now underway. A social work centre and a daycare centre have been constructed. Residents had lost confidence in municipal government because promises are quickly made, but change is very slow in coming. These were the main challenges when the social work in the neighbourhood began, with the goal of stimulating activity on the part of local residents.**

### Overview

In early 2008, the Municipal Welfare Centre took the opportunity and applied for EU funds to (among other things) support City Hall’s efforts to revitalise the Kaufhaus neighbourhood. There were two reasons for this: First, there was already a functioning Local Revitalization Programme for the City of Ruda Slaska, with many projects aimed at the Kaufhaus estate; secondly, there is high concentration of Municipal Welfare Centre clients. The idea was the creation of a sustainable development policy for this area and the reduction of social exclusion.

After almost three years of efforts, we are finally achieving first successes. From a social point of view, the greatest success is the identification of a few active neighbourhood inhabitants who have great influence on the rest of the community. An important role in that has the opening of an estate common room. This sprang from the need, as expressed by the inhabitants, for a meeting place. The first problem that was tackled was the cutting down of a tree that posed a danger to a nearby building. The fact

that inhabitants who acted together were able to achieve more results with authorities empowered them. Over time, it became clear that the community can be an equal partner for authorities and institutions. After three and a half years we can clearly say that all efforts were viable. There is a group of active inhabitants who want to change something in their lives, their surroundings, and their neighbourhood. Inhabitants, in cooperation with the Welfare Centre and the housing management office, have renovated some stairwells in the neighbourhood, which has an impact on the standard of living and the image. At every step we can find evidence for the principle "unity is strength".

### Basic description of the background and setting

#### *Challenges that the practice addresses*

There are some challenges to overcome in the Kaufhaus Neighbourhood:

- » A disorganised local community
- » The area is not at the centre of interest for local commerce and industry.
- » Accumulation of social problems: 30% of inhabitants are clients of the Municipal Welfare Centre.
- » The neighbourhood is partially demolished.
- » For nearly 15 years, this area has been forgotten by city authorities and other citizens.

#### *The context*

The Local Activity Programme is a kind of test concerning social work within the community. It is based on national regulations (ustawa o pomocy społecznej). The above-mentioned form of social work is not very popular in Poland. Programmes of this kind are an attempt to put it into practice across the country.

#### *Aims and objectives*

- » Activation of the local community
- » Standard of living improvement
- » Community as an important actor in revitalisation process
- » Change of stereotypes concerning women
- » Reduction of social exclusion

### Case: Concise description and explanation of the practice

#### *Main components or parts of the practice*

1. Social work – individual case and economic support by social workers
2. Social work with group – animators and Social Integration Club
3. Social work with community/community organisation – animators
4. Creating possibilities and opportunities for different actors to cooperate



*Community meeting in common room. Meeting organised by Social Integration Club, Ruda Slaska*

#### *Timing – Start and duration*

The programme was started on 26 June 2008 and is still continuing.

#### *Process – Development over time*

Four stages of implementation were planned:

1. Creation of meeting space for inhabitants, activation and organisation of the local community (2008)
2. Consolidation of the achieved results (2009)
3. Raising involvement of local commerce, industry and authorities to achieve common (with inhabitants) goals leading to neighbourhood development (2010-2011)
4. Withdrawal of institutional support for community (2012-2013)



### Overcoming challenges

- » Distrust of the community for activities undertaken by the Municipality. This was overcome by an information campaign detailing planned activities, by community engagement, and by giving a voice to the community in cases that concern the neighbourhood.
- » Hermetic behaviour of residents. This was overcome by weekly meetings in the common room, where community representatives can meet people that usually stand behind the institution. Shortening distances and new relationships facilitate cooperation.

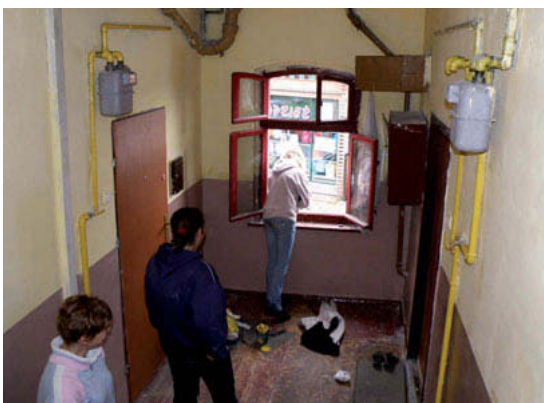
### Transnationality

Institutional representatives (City Hall and Welfare Centre) benefitted most from transnational exchange. Those two institutions work to apply, as they see judge it best, solutions from other countries, e.g. neighbourhood management from the Netherlands.

### Key actors

#### Main actors involved

At the beginning there were two ideas: infrastructural renovation and social work with the community. Over the time, those ideas have been forged into one – the revitalisation programme. Main actors here are the Municipality of Ruda Slaska, the Welfare Centre, the local community. There are currently attempts to involve local commerce and industry, but for now they are not interested in neighbourhood development.



*Renovation works of the stairwell together with the inhabitants, Ruda Slaska*

### Coordination mechanisms

At first both programmes mentioned were managed independently. Over time it became clear that this was not the best idea. Now management is coordinated by a unified steering committee. The community has become a very important partner as a consulting body and initiator of new activities.

### Participation

Community representatives are always present when key decisions are made. The group of neighbourhood inhabitants who are most active is 20-30 persons. Key decisions are made in consulting in open meetings and opinions are gathering from focus interviews and polls.

### Supporting programmes and funding sources

#### Total cost and sources of funding

2008:	54,975.66 EUR
2009:	34,797.75 EUR
2010:	25,641.12 EUR
2011:	39,379.05 EUR
2012-13:	51,500.00 EUR projected

#### EU financial contribution

Programme finance divided by source:
85% – ESF
4.5% – National budget
10.5% – Municipal budget

### Immediate and lasting results

#### Overall impact

I cannot say that there have been significant improvements overall, although smaller improvements here and there are visible, which taken together, amount to many changes.

At the beginning, the programme was aimed at unemployed clients of the Welfare Centre – over time the centre of gravity moved towards more active, often employed persons. It became apparent that they have more energy and desire for change. They also set an example for oth-

ers. Furthermore, the image of the neighbourhood has improved somewhat, for example due to inhabitants renovating their stairwells. In this case we have an added value – strengthening of social control.

### *Beneficiaries*

Main beneficiaries are the inhabitants of the neighbourhood.

### *Concrete results*

60 persons took part in the programme in the narrow sense – 11 of them got a job. There were 40 persons employed in intervention projects. They renovated 28 stairwells in Kaufhaus, twice renovated the common room, kept up the local park, built 10 park benches, one child playground, and planted a lot of bushes in the neighbourhood. Open meetings are attended by over 2000 persons (summarised).

### *Impact on governance*

There is a lobby in the City Hall working for more similar programmes in other districts and neighbourhoods and for district management.

## Lessons to be learnt

### *Success factors*

It is too early to say that we have achieved success; it is a long-term process that started very late.

### *Barriers, bottlenecks and challenges*

Most difficulties are related to neighbourhood inhabitants. They are still somewhat hermetic, there is a very limited number of active persons, and for some time it has been difficult recruiting new participants.

A significant bottleneck is the fact that the project is EU-funded. This means not only that I am acting on the margins of Polish law, which is somewhat deficient, but also that I have to maintain and follow the rules of a very inadequate Operational Programme not adapted to the practice. In many cases, there is a large problem when law and regulations meet daily

life. This refers in particular to the Operational Programme Human Capital 2007-2013. It looks like someone wrote it behind closed doors. Especially strange and not convincing are the mainly quantitative evaluation measurements, e.g. the number of persons who took part in the Local Activity Programme. This kind of programme (Local Activity Programmes) must be stimulating for the development of community organisation. Meantime, I am supposed to carry out measures and animate new persons each year, but in practice people once animated still need support for some time, and when they are ready they will animate other people in their neighbourhood on their own. It is a long-term process and does not fit into a framework of 4-7 years, which is inconceivable for managing authorities.

### *Future issues*

There are two main issues here:

1. Low self-reliance of inhabitants: the fact that they don't feel the need to do anything for the community yet.
2. Local commerce and industry are not interested in neighbourhood development.

### *Transnationality*

Positive:

- » Possibility to see how some practices work (or not), especially in countries of old democracy (Germany, Netherlands).
- » New contacts
- » Opinions from persons that are not bound in any way to the neighbourhood – it gave me a lot of material to make improvements in the programme.

Negative:

- » Frustration, due to the fact that some of the practices cannot be applied in Poland because of national regulations.

### *Duration*

The project will be continued until the end of 2013 for sure – see “Process – Development over time”.

### *Transferability*

The organisation of the local community is a common practice which is applied worldwide.



### Stakeholder opinion

Municipality – an organised community means that they can manage most of their problems on their own. The value of land, buildings and flats increases. This means lesser costs of maintenance and social services and greater income from taxes and rents.



*Kaufhaus neighbourhood in summer 2009, Ruda Slaska*

Welfare Centre – there is a lot to do, but even now it is apparent that the community of the Kaufhaus neighbourhood has changed. By organising, they can more clearly and specifically present their arguments. Cooperation brings profit to everyone and the synergy effect is obvious.

Inhabitants – the neighbourhood finally becomes a nice place to live, as it was 50-60 years ago. Finally, the voice of inhabitants is important to some institutions, as there is no activity without us. There are a lot of people in the neighbourhood who do not want any changes or are indifferent.

### Information sources

#### Name of the initiative

Ruda Slaska – szansa dla wszystkich

#### Country/region/city etc.

Poland, Upper Silesia, City of Ruda Slaska

#### Administering organisation(s)

Ruda Slaska's Municipal Welfare Centre

Jadwigi Markowej 20

41-709 Ruda Slaska – Poland

Aleksandra Majowska

Tel.: +48 344 03 23 – op. 317

Michal Szydowski

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Tel.: +48 608 442 180

#### Interviewed persons

Tomasz Rzezucha

Aleksandra Majowska

Krystian Morys

Janina Zoch

Halina Moskalik

Danuta Paluchewicz

#### Other documentation sources

City Council resolutions concerning the Local Activity Programme

Local Activity Programme, annual reports for the City Council

Project evaluation reports for the years 2008, 2009 and 2010

#### Website URL

<http://mopsuniarsl.pl>



# KÖBANYA – PARTICIPATION OF SCHOOL CHILDREN IN AN URBAN RENEWAL PROJECT IN PONGRAC

*Author: Viktória Hegedus, Urban Planner, Chief Architect's Office of Köbanya*

This case study gives an overview of why it is important to also get the younger generation involved in the public participation process.

**A very delicate balance of physical intervention (construction/renovation of new homes) and social intervention is needed in order to achieve the best results concerning the integration of communities in deprived neighbourhoods. The involvement of school children is a strategic investment into the future of the neighbourhood. If they feel motivated and seriously taken into account, this will strengthen their identification with the new spaces and their neighbourhood. At the same time it is also a form of access to their parents raising their interest for the neighbourhood activities.**

## Overview

The Central Hungarian Region Operational Programme's social urban renewal competition called for project proposals, providing a unique opportunity for social urban renewal programmes.

The goal of the project proposal "Social Urban Renewal in the Pongrac housing estate of Köbanya" is to stop the negative spiral of degradation of a deprived urban neighbourhood in Budapest with a high concentration of socially and economically disadvantaged residents. The Local Action Plan (LAP)-based and ERDF-funded project is supposed to stop the further degradation of the neighbourhood and improve both the quality of the built environment and quality of life of people living in the neighbourhood.

By means of social 'soft' programmes, the project is supposed to bring new opportunities for the people: provide vocational training and assist them in re-entering the employment market, help the elderly and the disadvantaged

youth, bring the neighbourhood together and foster the community spirit by providing programmes, street festivals etc.

The project proposal is currently in the assessment phase: If the necessary funding is guaranteed, the implementation will start in July 2011 and last until June 2013.

During the project preparation phase, we put special emphasis on stakeholder involvement. Besides the official public participation process with the local residents, we decided to get local school children involved in the design of the playgrounds and other open spaces. This case study summarises our experiences and lessons learnt during this experiment.

### Basic description of the background and setting

#### *Challenges that the practice addresses*

The Pongrac housing estate is a segregated area both physically and socially, located in Köbanya, a city district of Budapest.

The social survey indicated that many of the younger couples choose to move out of the housing estate as soon as they can afford it; as a result, it is mostly poorer residents and the elderly generation who remain. The local residents often don't feel safe in the streets, especially because there are groups of non-residents who come to this area after dark and drink or use drugs in the streets.



*School building in Pongrac, Köbanya*

The employment structure of the Pongrac housing estate is worse than that of Köbanya. The percentage of inactive persons (jobless) is

5% higher here than the Köbanya average. The percentage of people with only primary school education is 7% higher than the average. The percentage of households without actively employed members is 5% higher than the average. Many of those who are employed work in poorly paid low-tech jobs. Therefore, it is vitally important to provide educational and other vocational training options for the local residents.

#### *The context*

The Municipality of Köbanya considers the revitalization and urban renewal of the run-down housing areas and improvement of the quality of life of people living in these areas to be one of the most important priorities of the municipality.

Although the Pongrac housing estate is a segregated area, both physically and socially, the isolated location is also an advantage: Many of the local residents have a clear sense of local identity – a sense of belonging. Many of them still remember the “golden age” of the estate before World War II, and some of them are willing to take an active role in the regeneration of the area. The local school children all go to a nearby primary school, and with the help of their teachers, they are also actively involved in the regeneration process. A social survey was conducted in the area, which indicated that even though the people face numerous problems, they are interested in the appearance and the social cohesion of the neighbourhood and are willing to contribute their handwork or expertise in the context of the urban renewal project.

The social survey of the neighbourhood showed that the negative spiral of degradation can still be stopped, and therefore it is well worth the effort and financing.

#### *Aims and objectives*

Comprehensive strategic aims:

Eliminating the causes that lead to the segregation of the area, making the Pongrac housing estate a better place to live.

Specific aims:

1. Improving the technical conditions for the safe maintenance of the condominiums
2. Making the local residents feel more secure on the streets of the neighbourhood



3. Providing new venues for community-building activities
4. Integrating the deprived and excluded part of the population with the help of specialised programmes
5. Building a good community spirit with the help of local actions
6. Providing a safe, comfortable and pleasant living environment for the residents

### *Social innovation*

A public participation event organised for the local school children: This was an innovative successful experiment with very good concrete results for the plan. It became apparent that the school children had a very clear view and a very good understanding of the local situation.

### **Case: Concise description and explanation of the practice**

#### *Main components or parts of the practice*

There will be a complex revitalisation and renewal programme for the public areas. Local residents and children were involved by public participation in the design of the public space.

These are the most important elements:

- » Re-pavement of the streets and parking lots
- » Traffic calming measures with street signs and speed bumps
- » New streetlights and security cameras to make people feel safe
- » Renovation of the existing playground
- » Building a new playground for small kids
- » Creating a new football field
- » Creating small gardens and open spaces between the houses
- » Creating a new public agora for outdoor leisure and other community-building activities

#### *Timing – Start and duration*

Project planning phase: Jun 2009 – Jan 2010  
 Project assessment phase 1: May – Aug 2010  
 Project assessment phase 2: Feb – May 2011  
 Contract with the MA (planned): Jun 2011  
 Implementation period: Jul 2011 – Jun 2013  
 Follow-up period: Jul 2013 – Jul 2015

### **Key actors**

#### *Main actors involved*

The project will be implemented in close partnership with all stakeholders:

- » Municipality of Köbanya – lead partner of the project consortium
- » Local residents – representatives of the 20 housing associations
- » Local secondary school
- » KÖKERT – municipal company responsible for street and park maintenance
- » Köbanya district police station
- » Köbanya Childcare Centre – municipal company responsible for the wellbeing of children
- » Köbanya Family Support Service – municipal company responsible for the supporting families in need
- » Urban development division of the municipal property maintenance company – recently created in order to take care of the project management

#### *Coordination mechanisms*

In Hungary, planners and local governments are required to conduct a public participation procedure during the preparation phase of larger projects. However, the “official” public participation procedure is often only a formal requirement that sometimes fails to answer many of the problems of local residents.

A longer process and a real dialogue are needed with the local residents. During the preparation phase of the Pongrac urban renewal project, we organised several meetings with the representatives of the condominium buildings and set up a partnership with them. This is called a “local support group”, and we keep them informed about the preparation of the project, renovation plans of the condominium buildings etc.

In addition, we organised public participation meetings with the local residents, in which we listened to their problems and concerns and explained to them what we are planning to do.



## Participation

Many local residents attended all of the public participation meetings. Most of them talked fervently about their concerns and listened to the explanations. Some of them, however, were so upset about their situation that they did not even have the patience to listen to the planners and local officials about the planned interventions.

During these meetings, it became obvious that those who express their opinions (sometimes quite noisily) in these meetings do not necessarily reflect the opinion of the majority of people. Therefore, we need to find ways to listen to a wider spectrum of local people. The older generation likes to attend these meetings, but the younger people do not want to or do not have the time to attend.

As a result, we set up an email address ([kispongrac@kobanya.hu](mailto:kispongrac@kobanya.hu)) that we published on our homepage and through local posters, and we got a fairly large amount of feedback via email.

Our biggest success, however, was a public participation event that we organised for the local school children. We needed their input because we are planning to do a complete renewal of the public spaces of the Pongrac housing estate: pavements, playgrounds, sports fields and other open spaces. Children are the main users of public space, so we needed their advice.

We contacted the nearby primary school which most of the local kids attend. Our mayor used to be the head of this school, so he helped us to get in touch with the new head of the school. They made a list of children who lived in the Pongrac housing estate, and gave them a very good briefing. They explained to them that a small group of planners and people working for the local government will visit the school and ask their opinion about their living environment in the housing estate.

By the time we arrived, they already knew why they were asked to attend this public participation meeting after classes early in the afternoon. Approximately 25 kids, ranging from 8 to 14 years in age, came to the meeting.

The image shows several sections of a handwritten questionnaire. The questions are in Hungarian, and the answers are written in cursive. The questions include:

- Which kind of playground equipment do you like most? (Answers: sandcastle, table tennis, basketball, etc.)
- Which kind of playground equipment do you like least? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most dangerous? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most useful? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most beautiful? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most interesting? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most fun? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most useful for you? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most useful for the community? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most useful for the environment? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most useful for the city? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most useful for the country? (Answers: basketball, table tennis, etc.)
- Which kind of playground equipment do you think is most useful for the world? (Answers: basketball, table tennis, etc.)

Kids' answers to the questionnaire

We decided that we did not want to make this event some kind of play-like experience because we thought that it would be better to show the children that we take them very seriously. So we even made an official signature sheet for them to sign, and explained to them why we were there and why we needed their advice. We also gave them a questionnaire about how they used the playgrounds and other parts of the housing estate, what kind of new playground equipment they wanted, and what the main problems and conflicts of everyday life were. It was fun talking to them, because they took their task very seriously; they all answered the questionnaire and pointed out the spots in the housing estate that were considered unsafe or at least problematic. It became apparent that they had a very clear view and a very good understanding of the local situation. For example, they spoke of many conflicts with the grown-ups: the older retired residents do not like the noise children make; kids also try to stay away from those areas where drunken grown-ups were hanging around. This is why they did not use their sports field, which was also dangerous because it was too close to a busy road.

By the end of the meeting, the planners had a better understanding of what changes were needed and they have incorporated these findings into the final version of the landscape plan.

There was another interesting aspect of "kid's public participation" that we did not think of and which the head of the school drew our

attention to: She asked us when the final decision made about our ERDF project proposal would be, and when the actual realization of the project would start. When we said that the final decision about project funding would be made in one year time, and it would take about 2 years to get the project implementation started, she said: “Well, in the life of children, two years is a really long time. What shall I tell them when they come back from the summer holidays in September and ask me why the new playground is still not ready?” This made us think a lot, and reminded us that these often complex urban renewal projects take a long time to be implemented. But what happens to the people living there in the meantime?

## Supporting programmes and funding sources

### *Total cost and sources of funding*

This type of social urban renewal competition (code: KMOP-2009-5.1.1/A) offers a very unique funding opportunity:  
 EU subsidy (ERDF): 3,355,435 EUR (79.02%)  
 Funding by the Municipality:  
 644,069 EUR (15.17%)  
 Funding provided by the locals:  
 246,826 EUR (5.81%)  
 Overall project size: 4,246,330 EUR (100.00%)

### *EU financial contribution*

3,355,435 EUR

### *Annual budget in EUR*

The project lasts for 2 years, the annual budget is approx. 2.1 million EUR.

## Immediate and lasting results

### *Impact on governance*

The process of building up a stakeholder network (LSG) and the elaboration of the LAP within RegGov were a huge advantage to be able to participate in a funding scheme of the Central Hungarian Operational Programme within a very strict time schedule. The Managing Authority of the Regional Development Programmes has

supported the project proposal, and decided to fund almost 80% of the project. This demonstrates the importance of a good vertical integration between different decision-making levels.

## Lessons to be learnt

### *Transnationality*

The RegGov network provided the opportunity to install a Local Support Group – a new experience in this context – and to prepare a Local Action Plan with a catalogue of activities, from the renewal of the housing stock to the revitalization of the public realm, of social welfare and cultural facilities integrated with “soft” programme elements like trainings and small-scale civic projects.

## Information sources

### **Name of the initiative**

Central Hungarian Region Operative Programme's social urban renewal competition (code: KMOP-2009-5.1.1/A)

### **Country/region/city etc.**

Hungary / Budapest / Municipality of Kőbánya

### **Administering organisation(s)**

Municipality of Kőbánya  
 Szent Laszlo ter 29  
 1102 Budapest – Hungary  
 Viktoria Hegedus  
 Mail: hegedus\_viktoria@kobanya.hu

### **Other documentation sources**

Abstract on the Local Action Plan (LAP) of the Social Urban Renewal on the Pongrac housing estate of Kőbánya

### **Website URL**

No website, but a specific email address for feedback: kispongrac@kobanya.hu



# NYIREGYHAZA – “MY KIND SCHOOL”: SCHOOL INTEGRATION OF SEGREGATED GROUPS

*Author: Dr. Lajos Hüse Ph.D., Child Welfare Centre, Nyiregyhaza*

The “My Kind School” project is based on pedagogic and restorative elements. This playful programme is based on group-work, and the group experience is organised on a weekly basis. It focuses on four areas: cooperation, social, learning skills, and the development of motivation in learning.

**In addition to the renewal of the physical environment, in Nyiregyhaza, the quality of the education of Roma children is being improved by a school integration programme, and the old school building had been turned into a cultural centre. The social inclusion programme also offers various training programmes to train people in communication as well as in ‘appearance’, in order to increase their chances of a successful job hunt.**

## Overview

In the Roma settlement, the segregation, deep poverty, the daily criminality and the weaknesses of support systems are a disadvantage for the children’s socialisation and their collective opportunities in life. As a consequence of the Romas’ low educational level, the unemployment and the ethnic discrimination, their harmful social situation will most likely persist. Because of this, it was necessary for us to strive to address the negative legacy of this level of poverty. In Nyiregyhaza, in the Huszar estate, spontaneous segregation led the local primary school to become a “gypsy-school”. Those children whose parents are socially excluded will most likely be excluded themselves later in life. It was necessary to reverse these negative processes without delay. To prevent any further slide in the children’s future prospects, the local government decided in 2007 that it should close down the neighbourhood school, and that the students should be integrated into the other city schools, where the proportion of underprivileged students was previously lowest. The project was not merely focused on the



integration, but also on the support for the recipient communities, to ensure that the process would bring success for all parties concerned.

## Basic description of the background and setting

### *Challenges that the practice addresses*

Traditional pedagogy does not address the needs and what to do with the students of the underprivileged neighbourhood who are ethnically segregated. The educators of the majority of schools do not have suitable and efficient methods at their disposal to motivate and to foster these students. In many cases, their strategies are not adequate or are inappropriate to stimulate them to attend school regularly. Students of the segregated neighbourhoods are quickly stigmatised in the schools and in the majority of classes. Under these unfavourable conditions, educators are bound to fail. In the class community, students who come from backgrounds of prejudice echo the aversions and the prejudice of their parents.

### *The context*

Following the collapse of the Socialist system, the Roma were the biggest losers of the socio-economic transformation. They were placed at a considerable disadvantage, primarily in the labour market, as well as in terms of living standards, health situation and criminality indicators. The prejudice of the majority of Hungarians continually aggravates this situation. This ethnic discrimination has become more the norm for the wider social strata. The deprivation, the ghettos, the deterioration of living standards, and the segregation have reached such a level that it not only threatens the Roma themselves, but threatens social peace.

### *Aims and objectives*

The primary aim is to support the school integration of students who are living in ethnic or regional segregation.

The aim is to change the educational approach, and for educators to consider implementing methods and strategies that cater to

the different attitudes and expectations of the Roma children.

The aim is the support of the underprivileged students' classes, the reversal of negative narratives, and the fostering of a multicultural environment in which not merely the integrated (underprivileged) students' life is enriched, but also that of the recipient community.

The aim is to facilitate good communication of the accomplished successes, the promotion of good practices, and to positively exploit the outcomes.

The aim is to lobby local politicians to see the eradication of the segregated areas as important. This decision will strengthen the "My Kind School" programme.

### *Social innovation*

The original version of the programme (named "Darling House") operates in a boarding school of a nearby village. The good practice, however, was not able to break out from the walls of the student hostel; its effect did not go beyond the borders of the small settlement.

The "My Kind School" was the primary school adaption of the original programme that concentrates on the majority classes with a small number of integrated children (1-2 Roma pupils), as well as on the recipient classes and their educators.

The programme is closely connected to several other programmes furthering integration. The convergences started to show progress already after a period of one school year. The programme was accompanied by an impact



"My Kind School", teamwork, Nyiregyhaza



assessment and a sociometry survey, which means that it has scientific relevance.

### Case: Concise description and explanation of the practice

#### *Main components or parts of the practice*

- » Rules of the game – creating the *cethanos* (cethano = together, community) – this forms the basis of the cooperation in the process of work and learning. The seven basic rules: attentive listening; appreciate it; mutual respect; confidence; do not underestimate it; my messages to myself; the right of passing.
- » We make the classroom cosier, for example with the placement of benches, with different works made by the children, family drawings, with a fairytale landscape made for puppets, with puppets like a little puppet-show.
- » In the interest of group building, the strengthening of the feeling of togetherness, and the respect of the individual is valued (the assessment of the works of the children and of the common games, before each other and before the group).
- » We tolerate the students' characteristic linguistic expression, as well as their phrases.
- » We have to extend their active and passive vocabulary. It is very important to recognise and accept the parts of the Roma culture and their customs.
- » Recognition of the students' values – the family drawings, dream drawings, photographs, their beloved objects, Gypsy folk-tales, the music and the rhythm, the dances, costumes, the children's own stories. The use of these values, and building and integrating them into the teaching process.
- » We assess their preliminary knowledge embedded in the students' practical experiences. We bring it to the surface and build the conveyed new knowledge based on what they have already acquired.
- » This is the reason why it is very important to send them to kindergartens.
- » It is necessary to take into consideration that, due to their different family socialisation, their abilities have not been developed to such a level that would enable them to meet the requirements of the national school system.
- » There are playful activities built into the process of teaching, which will build personality.

We increase the children's self-esteem, as well as also their identity, through these activities. The condition of fruitful cooperation is the insight that is collectively sought.

- » It is necessary to tailor the applied working methods to the students' unique situations. Let us apply even and collective learning organisational forms and small group activities. The effects of this are individual confirmation, community building and also support for co-operation.
- » The individual treatment of the individual learning problems on the part of educators is necessary.
- » Starting from the empirical knowledge, more and more emphasis should be laid on the development of abstract thinking (mathematics, the preparation of reading and writing skills with the help of memory games, games involving concentration, problem-solving logic, games involving orientation in space and time).
- » Through the children, the parent's involvement in the tasks is also possible, so that the family should be able to solve the problems that arise at home together.
- » The positive affirmation and the mediation of positive messages towards the students and the parents play a very important role and for the parents' involvement in the holidays (let them be allowed to be proud of their child when he or she sings or recites a poem) and in the school's other programmes.

#### *Timing – Start and duration*

The programme was implemented in one class in three schools in the school year 2009-2010. During the school year 2011-2012, implementation in six schools is planned.

#### *Process – Development over time*

The schools adopted the vocational content of "My Kind School", which had become the integral part of the pedagogic programme. Every week, the lessons were held two times for two hours. The schoolteachers involved planned and organised their lessons following the syllabus offered by the programme. They put emphasis on variety, on current issues and on the topics dealing with holidays. Special attention was paid to the formation of functioning communities based on rules and routines produced

and accepted by their members. Forming a system of rules and obeying them and thus helping the inner mechanisms of operation of a community were among the main objectives of the programme.

The general experience was that discipline problems were less prevalent in these activities than in other tutorial ones. A positive change and improvement in the participation of children participating in the activities were reported by the schoolteachers involved. The children reminded each other of the rules which they had set up jointly regarding the activities. The students warned their peers about any disorder caused. On the basis of the report of the three schools involved, it can be stated that the “My Kind School” programme is a big help in the pedagogical and professional work. Qualitative improvement can be observed in the students’ cooperation and their communication. In the course of activities, the groups have apparently been transformed into a ‘uniform team’.

### *Overcoming challenges*

**The educators’ resistance:** On three days of training preceding the programme, we experienced an initial antipathy. The results of the programme, however, eliminated the remaining resistance.

**The change of the classes:** personal changes took place in two classes. Two students moved into another settlement during the year. In a third class, unfortunately – due to a very high level of fluctuation (drop out of children, new children joining) – the programme did not yield the expected results, as it did in the other two groups. The educators were weary at the end of the programme, and their motivation was diminished. We could not tackle the problems resulting from constant personnel changes; the only solution would have been to stop children from moving out and in. However, we have gained an experience regarding the “My Kind School Programme”, namely that its objective, which is to strengthen community spirit and help cooperative work, cannot be achieved in a community whose members are constantly changing.

### *Transnationality*

We would like to complement the programme in its second section with mediation between cultures. We learned this method in international cooperation. In the Roma Integration cluster of the RegGov Network, the participants could test and apply the mediation work by Jamie Walker. Using this method we would also like to extend the effect of the “My Kind School” programme from the segregated schools to the neighbouring segregated areas.

### *Key actors*

#### *Main actors involved*

The idea belongs to the director of the Child Welfare Centre. He knew the programme of “Darling House”, which served as the source. This programme started in 1995 in Nyirtelek, which is a village 8 km from Nyiregyhaza. The “Darling House” is a little college especially for underprivileged Roma children, where they live from Monday to Friday. The “Darling House” aims to give equal opportunities to Roma children and to reduce their disadvantages ([www.kedveshaz.hu](http://www.kedveshaz.hu)). The methods are education, social work and child welfare work.

The Child Welfare Centre planned the adaptation of the programme into another environment, convened the expert group carrying out the programme, initiated the source creation, and coordinated the measurement of effectiveness.



*“My Kind School”, pupils in the class room, Nyiregyhaza*

The main actors of the case were the Child Welfare Centre's colleagues and the educators of the three schools. The team received a common training and made use of the acquired knowledge in collaboration.

Some local entrepreneurs helped the programme by selling necessary equipment at a discount price. Seeing that the programme did not demand bigger support – the financing was enough – the additional material support and the help of the volunteers were transferred to the other programmes run by the Child Welfare Centre (Youth clubs, other summer holiday camps).

The programme was helped by the school integration programme. Several other programmes were provided in Nyiregyhaza by social and child welfare organisations which are members of the Local Support Group in the RegGov project. Human-Net Foundation and Periphery Association have lots of individual and group therapies in the integrated schools where the Roma children learn, as well as in those schools where the percentage of underprivileged students is above average, for example in Szölöskerti Primary School. (<http://www.szolokertiiskola.hu>)

The “My Kind School” programme was adopted in these schools as well (one class each in three schools in the school year 2009-2010). Another important supporting project is organised by Romano Trajo (member of the LSG). He initiated an “anti-segregation circle round table”, in which educators, social experts and colleagues can talk about daily problems involving the Roma children.

#### *Coordination mechanisms*

The driving force between the participants was altruism and self-interest. Integration of children living in ethnic segregation is a very difficult problem.

All participants, specialists and children equally recognised that supporting the programme is useful for everybody. A more sustainable community is the result, and everyone involved feels the benefits.

The main co-ordinator of the programme was the director of the Child Welfare Centre. He worked together with the project manager of the institution involved in managing the support framework programme (TÁMOP 5.2.5). All three schools had their own staff, which chose a leader among themselves. They undertook regular coordinating discussions with the support framework programme.

#### *Participation*

The teaching staff of the schools involved, as well as the parents, received information about the programme on two occasions. A few events were held in the children's home during the programme. The process ended with a family day, featuring the participation of the three classes at the end of the programme.

### **Supporting programmes and funding sources**

#### *Total cost and sources of funding*

10,000 EUR financing by ESF and co-financed by the Hungarian Government  
Expenditures for adaption, experts, trainers: 40%  
Fee of participants: 50%  
Equipments: 10%

#### *EU financial contribution*

European Social Fund and Hungarian Government (TÁMOP 5.2.5)

#### *Annual budget in EUR*

10,000 EUR

### **Immediate and lasting results**

#### *Overall impact*

The children liked and enjoyed the activities of the “My Kind School” programme. All three schools reported that the students felt more at home in the community, and that they had a considerable development in the field of communication and cooperation. The students were more patient, and more helpful with their peers. They especially liked the athletic and manual

activities. Participants realised that everybody is talented or skillful in something, thus increasing their self-confidence through the activities.

### *Beneficiaries*

The participants were the immediate beneficiaries of the project. These include the children living in ethnic segregation, the children of the majority society, the educators teaching in the class and the social workers. The family members of the integrated children had an indirect part in the success of the programme. The rest of the colleagues working in the schools and the Child Welfare Centre also enjoyed the programme, and its success was a motivating force in their future work, in spite of the fact that they did not work directly in the programme.

### *Concrete results*

Due to the work of 6 educators, 60 children became more successful at school. The development of two of three communities was shown with socio-metric methods. The third community's failure showed the experts the criteria and the conditions of the adaptability of the programme.

### *Impact on governance*

The Child Welfare Centre accomplishes more integration programmes within the city's area. The convergence of these programmes is assessed. The moral support, the vocational success of such kind of programmes grew in the past years, and the beneficial effects of the "My Kind School" programme cannot be clearly separated from each other.

## **Lessons to be learnt**

### *Success factors*

The suitable methodology is built on the unique characteristics of the Roma culture, with application of pedagogical methods and training elements. The accurate exploration of the needs and the relevant answers received in the programme can be assessed. A key issue was to obtain and sustain the motivation of the participants along the programme.

### *Barriers, bottlenecks and challenges*

A high fluctuation of children limits the results achieved. The financing depends on applications. The local government does not have enough resources in the present economic situation to continue the programme. We applied for various other sources for the continuation of the programme, but the success of these applications is not certain. The resources applied for are not constant and are not adequate to carry out the programmes in a continuous way, which weakens the results achieved.

### *Future issues*

Financial stability is still pending. The Hungarian government is currently transforming the concepts of public education and the social sphere, as well as and the related laws. It is necessary to continuously adapt to the conditions changing radically. For this, more time is needed.

### *Transnationality*

Intercultural mediation will enhance the tools used in the "My Kind School" programme in the future.

### *Duration*

In case we gain the support recently applied for, the programme will be continued in one class in each of 6 schools over the next two school years.

### *Transferability*

The "My Kind School" itself is an adapted practice.

It is applicable and adaptable:

- » for the school integration of children living in ethnic segregation
- » for the restoration and affirmation of problematic class communities
- » for building other children or youth group communities
- » with bigger modifications for building the community of adult groups (e.g. boarding school students; home for handicapped people).



### Expert opinion

The termination of segregated education in Hungary has generated varying professional opinions. We offer our experiences for the debate.

### Stakeholder opinion

We may achieve considerable changes with plain methods in the communication of a child community burdened with problems, and in their behaviour. The changes are long lasting, and they expand beyond the frameworks of the activities (other lessons, home environment).

### Information sources

#### Name of the initiative

“My Kind School” – School Integration of Segregated Groups

#### Country/region/city etc.

Hungary, Szabolcs-Szatmar-Bereg, Nyiregyhaza

#### Administering organisation(s)

Gyermekjóléti Központ (Child Welfare Centre)  
Báthory u. 10  
4400 Nyiregyhaza – Hungary  
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#### Interviewed persons

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Peter Nagy  
Mail: npeter@t-online.hu

#### Other documentation sources

Hüse L. (2011): Kettős mérce az iskola szerepének megítélésében – egy kirekesztés-kutatás margójára. In: Iskolakultúra 2011/1: 88-98.  
Tilmanné T. E.; Hüse L. (2010): Roma tanulók iskolai integrációját támogató program hatásvizsgálata. In: Háló XVI/11-12: 23-27.

#### Website URL

<http://www.nyiregyhaza.hu>

### 4.3 Creating Opportunities: Places and Spaces in the Neighbourhood

The engagement of inhabitants in deprived neighbourhoods requires structural support. This has to do with both a basic quality of the environment and physical infrastructure and with opportunities to meet and exchange regularly in places and meeting points. Examples are neighbourhood offices as low-threshold meeting and service points in the neighbourhood, or family centres and day-care centres, but also cultural and community centres with offers for the activation of residents.

The examples from the RegGov context give an overview on these interventions, with physical renovation objectives, but at the same time and with the same weight with the aim to offer institutional opportunities to the most disadvantaged groups and to stimulate and integrate the local residents improving their overall living conditions.

*Renovated Corneliu Coposu Passage Way in Satu Mare*



*Renewal of the main square in Ruda Slaska after citizen consultation*



*Pongrac housing estate, Kőbanya*



*Piazza Duomo in Ortigia, Siracusa*



# HALANDRI – GREEN LIFE IN THE CITY OF HALANDRI

*Author: Alexandra Alexandropoulou, Direction of Planning and Development, Municipality of Halandri*

The project foresees a green boost in the city through open-space renovation in selected neighbourhoods all over Halandri.

**Patima has been included in the city's master plan in 1996. It is characterised by a rapid urban development since then, with prevailing residential use, mostly in property. Main difficulties are the lack of infrastructure and the geographic "isolation" from the rest of Halandri due to the allocation in an important junction (adjacent municipalities, high speed road system). Patima, like the whole city of Halandri, has grown very rapidly in the last decades without adapting the public services and infrastructures accordingly. This is where the city-wide project wants to improve the quality of life starting from the environmental planning aspects.**

## Overview

This case study refers to the project "Green Life in the City of Halandri", which is being implemented by the Municipality, funded by the OP of the Attica Region. With a co-financing of 2,000,000 EUR (ERDF & national contribution), the Municipality has put into practice the first large-scale integrated project of the city. The project involves targeted actions of urban tissue revitalization. More specifically, it aims at improving the quality of life for residents and helping to mitigate the effects of climate change.

This will be accomplished by a series of separate interventions:

- » regeneration of public spaces with redesign of existing squares or development of brownfields into new squares and / or playgrounds,
- » extensive vegetation planting of renovated areas,
- » vegetation planting in schoolyards,
- » creation of a network of pedestrian pathways, cycling roads (including of road traffic calming measures).



The spatial distribution of the whole project is designed in such a way as to cover almost all urban sections of the city and to serve the maximum possible population.

## Basic description of the background and setting

### *Challenges that the practice addresses*

With the project presented in this case study, the City of Halandri aims at two interconnected goals:

1. improving the quality of life in the city, and
2. mitigating the effects of climate change at the neighbourhood level.

To achieve these goals, a series of sub-projects have been developed to form an integrated action plan.

European funding has led the municipality into a new approach in city designing and has triggered integrated planning procedures – a term that until recently was unknown to Greek local authorities.

In particular, with the proposed upgrading of infrastructure and implementation of the proposed works, the objectives of the municipality are the following:

- » Provide residents with adequate – both in quantity and quality – green areas and public spaces, with improved accessibility for all potential users (children, elderly, disabled, etc.), and ensure that these are safe and attractive.
- » Enhance the environmental character of the city. Through planting of vegetation in various parts of the area of the municipality, it seeks to enrich plants, creating natural noise barriers, to mitigate the phenomenon of urban heat island effect and to control local climate conditions, promoting a strategy for green spaces, landscaping of urban and aesthetic upgrades.
- » Promote environmental awareness through the action of “green schools”. With the planting of yard space, living conditions of students would significantly improve and simultaneously provide the stimulus and create an appropriate way for dealing with waste management issues.

### *The context*

The project presented in this case study has been developed in a multi-fold context, comprised of the following:

- » the objectives of the OP of Attica Region, especially concerning Regeneration of Urban Areas (axis 4).
- » the incorporation of integrated design in urban planning in the city (regeneration in this case)
- » the change in the city policy towards sustainable practices
- » the needs of the citizens for a better quality of life translated in terms of social and environmental provisions
- » the lack of integrated planning in local authorities
- » the experience gained from the participation in EU funded projects in the past

### *Aims and objectives*

The objective of this project cannot be any different than that of the Municipality as a local authority: the upgrading of the quality of life of its citizens. The specific aims falling under this general objective can be categorised as direct and indirect, as follows:

Direct aims:

- » Provision of social (recreational) infrastructure
- » Renovation of infrastructure
- » Development of brownfields

Indirect aims:

- » Mitigation of climate change effects (urban heat island) by vegetation planting
- » Mitigation of environmental stress factors occurring from the operation of the city (noise, air pollution, traffic, etc.) by vegetation planting and creation of pedestrian streets
- » Environmental education for school students by planting in schoolyards and letting students manage these areas afterwards

### *Social innovation*

It was the first time that such a major project was carried out all over the city. The project aspires to influence the quality of life of a big percentage of the citizens (about 36% of the population). The impact is both direct and indirect, as described above.



## Case: Concise description and explanation of the practice

### Main components or parts of the practice

The project has been influenced by the change in the administration policy towards the adoption of sustainable development priorities and investment in environmental projects. It represents the first proof of the commitment of the administration.

There are two main components that characterise this practice:

- » Implementation of a new approach in project design – all projects will now fall under an overall integrative plan (5-year operational plan of the Municipality), in contrast to past practice that consisted of segmental, unlinked projects
- » Cooperation between (a) the services to achieve one single common goal, (b) the Municipality and region at a consulting level

### Timing – Start and duration

The official procedure for the project started with an official call for proposals issued by the Managing Authority of the OP of Attica in August 2008. Of the three subprojects, one is 90% complete, while the other two are expected to be completed by the end of the year 2011.

### Process – Development over time

The key stages of the implementation could be summarised as follows:

- » preparation
- » evaluation of the needs of the city
- » selection of kind of intervention
- » selection of points of intervention
- » technical studies for separate sub-projects (including all necessary permits and supporting documents)
- » auctioning of the subprojects
- » implementation
- » delivery to the citizens

### Overcoming challenges

The main obstacle a local authority usually faces with co-financed projects is readiness. What is meant by readiness is the degree of maturity the proposed project has. From the call for

proposals until the submission date there is really not much time for the municipal services to have a complete proposal ready.

Besides the actual project, a lot of paperwork is needed to acquire the necessary permits that accompany the proposal. Hence, bureaucracy is often a serious hindrance in submitting a complete file for funding. Adopting an integrative approach in developing projects has helped our services be a step ahead of the whole procedure and deliver in due time.

### Transnationality

During the last few years, the participation of the Municipality in various EU funded projects has provided a valuable asset to the municipal services: integrative way of thinking, planning and policy implementing. This was the first project where such an approach was used, and it was also an important factor that led to the selection of the project for funding by the MA of the Attica Region.

### Key actors

#### Main actors involved

The opportunity for such a project was given by the call for proposals of the Managing Authority of the Attica Region. Following that call, the municipal services, in a joint effort, drew up the plan for an integrated project to be implemented all over Halandri.



Local Support Group meeting, Halandri

The main actors, therefore, were the City Administration, the Department of Technical Services

and the Department of Planning and Development of the Municipality and the Managing Authority of the OP of Attica, between whom the project has been developed and evaluated (regarding its funding eligibility). No other stakeholders have been directly involved.

### *Coordination mechanisms*

Coordination has been two-fold:

1. between administration and municipal services, so the project should fall under the policy of the administration for green initiatives and sustainable development goals,
2. between the Managing Authority and the municipal services that developed the project in order to evaluate its conformity with the goals of the OP of Attica and therefore its eligibility.

### *Participation*

There is no direct involvement of the residents in the design process of the project. The residents took part in the overall shaping of the project, and especially concerning the allocation of the works implemented, with the demands they have filed over the past few years.

## Supporting programmes and funding sources

### *Total cost and sources of funding*

The total budget of the project was estimated at 3,000,000 EUR, and the final funding from the MA of Attica Region has reached 2,000,000 EUR, leaving the rest of the funding to be invested by the Municipality itself.

### *EU financial contribution*

The budget of the OP of Attica Region is coming from ERDF (80%) and national sources (20%). The amount granted to final beneficiaries requires no co-funding from them.

### *Annual budget in EUR*

This is not a revenue project (no project is eligible if it produces income).

## Immediate and lasting results

### *Overall impact*

Since the project is still in implementation phase, it would be rather premature to attempt any evaluation beforehand. We stress, however, that the parts of the project already completed (playgrounds, renovated public space) are being widely used by the residents, which is contributing to the life of the neighbourhoods.

To evaluate the environmental benefits from the project, a little time is needed. Vegetation that is used as a tool to mitigate the effects of climate change and environmental stress caused by the function of the city (air pollution, noise, etc.) needs to grow enough to perform all those functions. Definitely, the image of the city is changing, as it takes on a more differentiated form than that created from the built environment, an effect that is multiplying as the project comes to its completion.

### *Beneficiaries*

Immediate beneficiaries are the inhabitants of the neighbourhoods where the project has been implemented. In the original study, it is estimated that the population benefitting from the project is around 27,117 residents (almost 36% of the total population of the city).

### *Concrete results*

The monitoring indicators used for this project are presented here below:

Index	Measurement unit	Value
Planting vegetation	sq.m.	8,000
Renovated area	sq.m.	6,400
Redesign of square	number	2
Social equipment (playgrounds, sports fields, etc.)	number	5
Cycling network / pedestrian streets	m	1,000
Dissemination campaign	number	1
Elaboration of studies	number	2

### Impact on governance

More importance is now given to integrated planning as the only key to a sustainable future for the city. Programming of the projects to be implemented is now carried out only under the integrative framework of an operational plan – also, the pre-election statements of the candidates give more prominence to the importance of integrative planning.

### Lessons to be learnt

#### Success factors

An integrative approach in project design not only guarantees the best outcome for the city and creates more value for money projects, but also helps the administration to establish new approaches in transactions with citizens.

#### Barriers, bottlenecks and challenges

Large-scale projects with an integrative character require a corresponding background preparation, research, studies to be carried out, interaction with the citizens, overcoming of bureaucratic obstacles, keeping up-to-date with international practices and know-how, convincing politicians, etc.

Besides going through with all these procedures, it is important to be able to establish a balance in order not to convert integrative development into a new inflexible bureaucratic procedure.

#### Future issues

A major issue – not only for co-financed projects – is maintenance of the works produced during the project. To maintain the quality of the output of the project, a big amount is needed each year.

#### Transnationality

The way the project has been developed is based (for the most part) on the experiences the Municipality had in the past from its participation in European funded projects. Know-how, experience exchange and – most of all –

an integrative way of thinking have greatly influenced not only the specific project but also the overall city planning.

#### Duration

The project is expected to be completed by the end of 2011. This practice will then be incorporated into all-project planning and design under the Operational Programme of the City, which will be developed in the forthcoming months.

#### Transferability

The experience gained from drawing up and implementing this project will certainly be transferred to similar projects to be carried out by the Municipality, but it could also be transferred to other municipalities, especially those recently created in the last local administration reform in Greece.

#### Stakeholder opinion

Users: A great number of inhabitants are being offered access to new or renovated social equipment, and – hopefully – the overall living conditions will improve with the completion of the project.



Poster promoting the project, Halandri

**Peers:** The municipal services have been involved in a project, and not only learnt lessons on how to design in an integrative way, but also on how to cooperate effectively to achieve the desired outcome.

**Funders:** Vertical cooperation between the Municipality of Halandri and the Managing Authority (Attica Region) and discussions on city planning have been initiated with the meetings that preceded the granting of funds. This will hopefully develop into fruitful cooperation in the future.

## Information sources

### Name of the initiative

Operational Programme of Attica Region

### Country/region/city etc.

Greece, Attica Region,  
Municipality of Halandri

### Administering organisation(s)

Municipality of Halandri  
Alexandra Alexandropoulou  
EU Programmes Office  
Programming Department  
Direction of Planning and Development  
Municipality of Halandri – Greece  
Tel.: +30 213 2023883  
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### Interviewed persons

The project presented in the Case Study has been coordinated and run by the very same department of the Municipality (Programming Department – Direction of Planning and Development), so there is a clear understanding of all its details.

Technical information can also be found at:  
Direction of Technical Services  
Head: Mr Christos Babaniotis  
Tel.: +30 2132023971

### Other documentation sources

Operational Programme of Attica Region  
GreenKeys@Your City – A guide  
for urban green quality (manual  
produced from the GREENKEYS  
project – INTERREG IIIB-CADSES)  
Green Space Strategy for the City  
of Halandri (approved draft)

### Website URL

<http://www.halandri.gr/frontoffice/portal.asp?cpage=NODE&cnode=186>





## NIJMEGEN – THE “CENTRAL HEART” OF THE WATERKWARTIER

*Authors: Hendrik Jan ter Schegget, Municipality of Nijmegen and Petra Potz, Lead Expert, Berlin*

With a common Central Integrated Community Centre, the Municipality of Nijmegen wants to connect weaker old and better-off new parts of the Waterkwartier in a physical, social, economic and cultural way. This is to avoid segregation and to achieve a neighbourhood where inhabitants live – not back to back, but shoulder to shoulder.

**Communication, dialogue and the establishment of transparency and openness are important elements of integrated neighbourhood development. They are preconditions of a fair and civic debate among all involved groups and actors. Centres and meeting points as occasions for public debate have to be physically established – in other words, democratic openness must be strengthened. This is the aim of the community centre connecting two structurally different neighbourhoods physically, and – perhaps even more so – mentally.**

### Overview

The Waterkwartier, the neighbourhood and RegGov target area in the Municipality of Nijmegen, has all the traditional and well known problems of a working-class quarter, but in this case combined with the situation that in the 15 coming years there will be large-scale physical developments at two edges of the neighbourhood: The number of houses – and also the number of inhabitants – will double. The big challenge is to turn this situation into an opportunity for the current Waterkwartier.



*Waterkwartier, Nijmegen*

## Basic description of the background and setting

### *Challenges that the practice addresses*

In 2006, the Municipality of Nijmegen – with the full participation of the inhabitants and the stakeholders in the Waterkwartier – developed a mid-range district vision (2005-2020), followed by an action plan containing 9 spearhead initiatives. The main motive of this vision was the situation explained above (traditional problems of a working-class neighbourhood combined with the coming important developments at its borders).

One of the most important (interesting but very difficult to realise) spearhead initiatives is the realisation of a Central Integrated Community Centre (CIC), including the idea of the open (“broad”) school.

### *The context*

The neighbourhood and RegGov target area is called Waterkwartier. It has all the traditional and familiar problems of a working-class quarter, but in this case combined with the situation that in the next 15 years there will be large-scale physical developments at two edges of the neighbourhood: The number of houses – and also the number of inhabitants – will double. The big challenge is to turn this situation into a chance for the current Waterkwartier!

The neighbourhood is situated along the River Waal, in between the city centre and the biggest industrial area of the city. On the one hand, it is a good location near the river and the city centre, but on the other hand it is a bad location in terms of environmental problems.

The Waterkwartier is a mainly residential area of 131 ha and a population of 7,000; with an ethnic composition, in terms of non-western residents, similar to the city as a whole: 11% (Nijmegen total: 12%). The economic functions are situated at the borders or outside the area. Unemployment rates are higher than in the city of Nijmegen, with a higher degree of low incomes: 51% (Nijmegen: 43%). Most important infrastructure facilities are a primary school, two community centres and a small shopping centre.

### *Aims and objectives*

With this CIC we want to achieve a lot of things:

- » to improve social cohesion within the Waterkwartier
- » to improve the integration of the coming new inhabitants with the current inhabitants
- » to offer a good school for new inhabitants
- » to improve the relations between school and parents
- » to improve childcare
- » to extend the opportunities for school children by offering them a variety of activities such as art, culture, sports, etc.

### *Social innovation*

What is innovative is the development of a common community centre as a meeting point for the old deprived neighbourhood, and at the same time for the newly-built neighbourhood for other better-off target groups. The social mix and the efficient use of common infrastructure facilities should be a benefit in terms of social cohesion at the local level for all involved groups, and in the long run this should stabilise and improve the living situation in the neighbourhood.

## Case: Concise description and explanation of the practice

### *Main components or parts of the practice*

In terms of local economic development:

- » Action centre in the Waterkwartier:
  - support for business start-ups
  - re-integration projects
  - empowerment; development of skills
  - an annex of the centralised city-wide labour service
- » new shopping centre (with a lot of new jobs)
- » On-the-job learning places in reconstruction projects of the housing corporation

In terms of community development:

- » Building of the CIC (including “open” or “broad” school)
- » District budget every year for local community projects
- » Contest for the best garden
- » Neighbourhood patrol teams



- » Participation of the university and other private historic organisations in projects of local cultural history (Roman history)
- » Housing corporation invests 2 million euros in the social development of the Waterkwartier (2008-2012)
- » Project “Behind the front door”: integrated individual care for multi-problem families

#### Timing – Start and duration

2006-2013; After seven years of planning, the CIC is expected to be finished in 2013.

#### Process – Development over time

- » Town council decided on the district vision of the Waterkwartier: 2006
- » Initial talks about the realisation of a “heart device” in the neighbourhood centre: 2007
- » Start of the Local Support Group and the meetings with the residents: 2008
- » LSG in full action and feasibility study: 2009
- » Decisions about the LAP in the boards of directors of participating partners in the future central integrated community centre: 2010
- » The town council decided, on 17 November 2010, in favour of the LAP proposal
- » Finish the design of the building and final overview of total costs
- » Finish the application at the MA and get the formal approval (end of 2011)
- » Start of project implementation (beginning of 2012)
- » Opening of the brand new integrated community centre: 2013

#### Overcoming challenges

“Connection” in a broad sense is the main challenge and ambition of the Waterkwartier. Different actors (public and private) at different levels who do not necessarily work together had to overcome prejudices towards deprived neighbourhoods in order to cooperate with each other. The intense participation process led to a common understanding of the strategy.

#### Transnationality

The impact of the transnational exchange for the LAP production was more indirect than direct: The knowledge exchange is a real source of inspiration to work on projects of urban re-



Waterstraat in the Waterkwartier, Nijmegen

newal in our common deprived neighbourhoods. Additionally, in our design of the CIC in the Waterkwartier, we were inspired by the “Kulturhus” in the country of our Swedish colleagues from Södertälje.

#### Key actors

##### Main actors involved

- » Municipality: District manager Nijmegen-West (Jan Bannink)
- » Municipality: Project leader CIC
- » Present Civic Community Centre (chairman)
- » Present school on location (director Aquamarijn)
- » School organisation (city-wide)
- » Crèche (KION)
- » Welfare organisation (Tandem)
- » Recently under discussion: library
- » Also under discussion: gym
- » Incidental: RegGov contact (H.J. ter Schegget)
- » Incidental: MA (Province of Gelderland)

#### Coordination mechanisms

There is an obvious need for private support. We neither have all the answers nor all the necessary means (money/knowledge). So we *have to work together!* We have to share our views and our definition of the problem. And we need to integrate our resources. The Municipality takes on the very important role as the central coordinator of the process. As is usually the case in the Netherlands, there is one owner of the entire housing stock. The private owner is a social corporation (“semi-private”), which makes it easier to tackle the problems.

### Participation

Platform West: Construction team within the Municipality

- » Chairman: alderman (deputy mayor)
- » Representative of the building partners (director)
- » Representative of the Chamber of Commerce
- » Two representatives of “Old” and “New”
- » Two shopkeepers/entrepreneurs
- » Neighbourhood manager (Municipality)
- » Workers Platform West
- » “Ons Waterkwartier” (residents’ platform for community participation)
- » Youth problem platform

### Supporting programmes and funding sources

#### Total cost and sources of funding

- » Financial contribution Conexus (school): 738,000 EUR
- » Financial contribution MA (ERDF): 2,785,000 EUR
- » Financial contribution Province of Gelderland: 300,000 EUR
- » Financial contribution Nijmegen Municipality: 3,398,000 EUR
- » Total investment CIC: 7,221,000 EUR

#### EU financial contribution

ERDF

#### Annual budget in EUR

960,000 EUR if structurally continued in unchanged approach

### Immediate and lasting results

#### Overall impact

In the district vision for the Waterkwartier of 2006 “connection” is the main ambition for the further development of the entire neighbourhood. There are big chances at hand, and the big challenge is to preserve the existing social cohesion while at the same time connecting the new residents with the original inhabitants.

It was this motto of “connection” that led to the idea of creating a “vibrant heart” right in the middle of the district: a meeting point for young and old, a centre of social services, from community school to day care, from childcare to neighbourhood activities.

It looks as if the new developments fit together in terms of time: both the CIC in the heart of the Waterkwartier and the first new housing-estates in the ‘Waalfront’ will be ready in the year 2013.

#### Beneficiaries

- » Old inhabitants benefit from a potentially better-off neighbourhood with more jobs, better infrastructure; guarantee for shopping centre in the neighbourhood due to new purchasing power.
- » New inhabitants benefit from an attractive location, with sufficient infrastructure offers.
- » The City of Nijmegen benefits from the development and improvement of a strategically located neighbourhood, influencing the overall development of the central part of the city.

#### Concrete results

The project is on the way to be implemented.

#### Impact on governance

The new policy in Nijmegen for accommodations in neighbourhoods is to centralise and integrate them. In the new areas this can be done in the set-up of these new neighbourhoods: we already have two “central hearts” in Nijmegen-North. In the existing city, it is much more difficult. The first central heart in the old city has recently opened (Willemskwartier: 12th of March 2011). The CIC in the Waterkwartier will be the second (in 2013). Nijmegen is preparing three more CICs in three other neighbourhoods.

### Lessons to be learnt

#### Success factors

1. Located near the river and near the city centre
2. New developments at the edges (“Make it a chance, not a problem!”)



3. A private owner wants to renew and extend the current shopping centre (Marialaan/Koekestraat)
4. Inhabitants are in general proud of their neighbourhood (a lot of Roman history!)
5. In this traditional working-class district (“born and die”) there is a high standard of social control.

#### *Barriers, bottlenecks and challenges*

1. Located near large industrial areas (environmental problems)
2. In general, low social profile of the inhabitants (domestic problems, low education, bad chances for jobs, etc.)
3. Near the city centre: increasing drug-related problems coming from the city centre, and problems for the shopping centre because of the attractiveness of the city centre
4. Danger of further social segregation because of the low housing differentiation

#### *Future issues*

Big advantage: Private investors want to invest in the Waterkwartier because of the attractive location (= central and near the waterfront); they are interested in building rental houses, private houses, a new central shopping centre and a new Central Integrated Community Centre (CIC).

#### *Transnationality*

This kind of integrating approach between structurally different parts of the city or neighbourhoods with a common infrastructure like the CIC – which facilitates physical and social integration – is very interesting for other European partners, for whom an isolated view on one neighbourhood is no longer the usual approach.

#### *Duration*

The process, from the first strategic ideas to realisation, takes about seven years. In the coming two years, the participatory process will lead to the realisation of the community centre and at the same time new inhabitants will arrive.

#### *Transferability*

In the case of an attractive location of a deprived neighbourhood (waterfront, centrality, good transport connection), there are some assets which can be used to recruit economic actors for the neighbourhood.

#### *Expert opinion*

Although the implementation process took time, it was important to have this intensive civic participation within the neighbourhood. This prepared the ground to make the upcoming transformations and social changes easier to be integrated.

#### *Stakeholder opinion*

The main stakeholders (Municipality and school) signed a contract to carry out this project all together. Both parties are now putting all their efforts into implementing the content of this contract.

### **Information sources**

#### **Name of the initiative**

Municipality of Nijmegen

#### **Country/region/city etc.**

The Netherlands/Gelderland/Nijmegen  
Neighbourhood: Waterkwartier

#### **Administering organisation(s)**

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#### **Other documentation sources**

District vision Waterkwartier, October 2005  
Council proposition CIC Waterkwartier (LAP), 17.11.2010

#### **Website URL**

[www.voorzieningenhart.nl](http://www.voorzieningenhart.nl)



## SATU MARE – NIGHT SHELTER: ASSISTANCE FOR HOMELESS PEOPLE

*Authors: Andrea Angel Sveda, Satu Mare Social Welfare Department and Nicoleta Lasan, Satu Mare Municipality*

The Satu Mare night shelter is a successful project of the Social Welfare Department that was finalised in 2009, with the main aim of offering individual and group social and psychological counselling to the beneficiaries in order to facilitate the social reintegration and adoption of a healthy lifestyle.

**Part of the regeneration strategy of the northern part of Satu Mare includes the night shelter with assistance for homeless people situated in one of the most deprived neighbourhoods, with the strong intention not only to give them shelter during the night but to re-integrate this group socially and to involve them in the planning process and the rehabilitation of the building.**

### Overview

The project of the night shelter touches upon a very crucial aspect in the life of the City of Satu Mare, but the situation of homeless people and their reintegration into the social life affects all European cities in general. The challenge in working with homeless people is to go beyond offering them a shelter during the night, and try to reintegrate them and make them active citizens in the community. The night shelter originally belonged to an NGO, but in 2005 it was transferred to the municipal Social Welfare Department. In 2006 it was decided to rehabilitate and develop it due to the needs of the homeless people.

### *Aims and objectives*

The aim of the project was to combat the social exclusion of homeless people through the development of the Social Emergency Centre for homeless people (night shelter). The project's objectives can be summarised as the following:

- » the development of a social emergency centre in the form of a night shelter;
- » prevention of social exclusion and providing access to social services for the homeless people;
- » the creation and development of support and medical counselling services, with the aim of social integration of homeless people.

### *Social innovation*

The innovative character of the project is proven by the reality of the low number of night shelters that exist at national level on the one hand, and by the increasing number of homeless people on the other hand, as homelessness is one of the negative phenomena caused by the process of social transformation in Romania. Another innovative aspect is the high number of different services that the night shelter offers, from physiological and professional counselling to emergency mobile services for the identification, information and on site directing of potential beneficiaries towards social services on site, namely on the streets of the City of Satu Mare.

### *Main actors involved*

It benefits from the support of the following partners:

- » Antidrug Centre for Prevention, Evaluation and Counselling
- » Satu Mare Community Police
- » Red Cross Satu Mare
- » Satu Mare Service for Citizens' Records
- » League for Defense of Human Rights
- » Satu Mare County Employment Agency
- » Satu Mare Local Council

The collaboration between these partners did not stop once the project was finalised, but it continues up to the present, because one of the objectives of each partner is also to improve the situation of the homeless in the Municipality. In their daily activity, these institutions have to deal with the homeless people, and so they

contribute to the smooth functioning of the night shelter. The ultimate beneficiaries of the project, the homeless people of Satu Mare, have been actively involved in the design of the project and also in the rehabilitation of the building.

### *Timing – Start and duration*

The project was implemented by the Social Welfare Department in the period 2007-2009.

### *Total cost and sources of funding*

The project, by which the night shelter of Satu Mare was rehabilitated and developed, was entitled "A chance for a healthy community", and it was financed by the Ministry of Labour, Family and Equality through the 7<sup>th</sup> National Interest Programme. The project's total budget was approximately 175,000 EUR, out of which 10% was the co-financing of the Satu Mare Local Council, and another 8% was co-financing from the Social Welfare Department.

### *Annual budget in EUR*

The annual budget of the Satu Mare night shelter is approximately 200,000 EUR, including material and salary costs for the following team:

- » Multidisciplinary team: 1 coordinator, 2 social workers, 1 psychologist, 2 medical nurses
- » Administrative team: 3 doormen, 6 auxiliary nurses
- » Mobile team: 3 social workers

### *Overall impact*

The project's results are split in two categories:

- » one rehabilitated building with the following characteristics: 2 bedrooms with 60 places (36 for men and 24 for women), 1 dining room, 1 socializing room, 4 offices, 5 bathrooms, 1 washing place and 2 spaces for the administrative personnel;
- » specialised social services: social counselling and information, professional counselling, individual and group psychological counselling, artistic mediation therapy, prevention and education programmes, cultural and leisure activities, voluntary recruitment activities.





Night shelter before rehabilitation



Night shelter after rehabilitation

### Concrete results

The outstanding results obtained in the two years that the night shelter has been in operation prove the project's efficiency and its value for the community. For the year 2010 alone, the activities of the night shelter have been:

- » each night, the night shelter has been operating at full capacity, and the beneficiaries have received a cold meal during the evening and in the morning;
- » 320 sessions of social counselling and information, leading to a total of 7 persons returning to their families and 4 moving into a house:
  - 162 hours of professional counselling with an average number of 5 beneficiaries present at each hour, leading to a 70% rate of employment;
  - 158 sessions of individual psychological counselling and 30 sessions for group counselling;
  - 12 persons have participated in therapy through artistic mediation;
  - 24 visits of the mobile team, leading to 21 beneficiaries from the shelter's services and 11 persons having obtained ID cards;
  - a map of the Municipality of Satu Mare with the location of the homeless people;
  - 2 campaigns among the population with 3000 citizens being informed on the homelessness problem;
  - 20 volunteers work at the shelter (doctors, actors, percussionist, priests, families).

### Success factors

Among the factors that contributed to the success of this project, it must be mentioned that there was a basis in the form of the shelter belonging to an NGO. Also, there was the support

of the Satu Mare Local Council and the very good collaboration that existed between the institutions involved in the implementation of the project and the night shelter's activity.

### Barriers, bottlenecks and challenges

The most crucial problem that the Social Welfare Department encounters in the night shelter's activity is its limited capacity and the growing number of homeless people. On some nights, this situation leads to a total of 90 persons using the night shelter's facilities.

### Transferability

The night shelter has proved to be a successful instrument for the Municipality of Satu Mare, an instrument which can be used by any city willing to solve the problem of homeless people, as it is not only a place to sleep at night but also a place which helps you leave again and get back on your feet through counselling services.

### Information sources

#### Name of the initiative

Night shelter of the Social Welfare Department, City of Satu Mare

#### Country/region/city etc.

Romania, County of Satu Mare, City of Satu Mare

#### Administering organisation(s)

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# SÖDERTÄLJE – “FLER I ARBETE” (MORE INTO WORK): THE “ONE-STOP-AGENCY”

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Public unemployment institutions on Municipality and national level coordinate their resources – professionally, geographically and in terms of budget, in order to increase efficiency and quality of services for local job seekers.

**In particular the long-term unemployed in deprived neighbourhoods are facing difficult perspectives. Integrating different responsible authorities and bundling them in a one-stop-agency facilitates the access and transparency and helps optimise the services towards the citizens.**

## Overview

There are three public institutions dealing with unemployment and rehabilitation issues on the local level in Sweden – the Municipality (Social Services Department), the National Labour Agency and the National Insurance Office. These three institutions have different kinds of resources and different kinds of professional skills. From the citizen’s point of view, he or she must confront one, two or three of these institutions in order to get the appropriate support. Each institution handles the subject separately from the others – which in effect means that a person has to repeat his or her “story” over and over again. The institutions do have a long history of cooperation, but analysis of the process concerning the handling of unemployment or rehabilitation subjects shows that there is a lack of coordination and efficiency which prolongs procedures and does not yield the desired results. Separate budgets and measures, separate objectives and difference in traditions of professional cultures are some of the hindrances to better outcomes for the subject – the citizen.

In autumn 2010, it was agreed that on the very local Södertälje level, the Municipality, the National Labour Agency and the National Insurance Office should coordinate their resources and staff concerning issues of unemployment and rehabilitation. The institutional skills and resources are concentrated into the “One-stop-agency”, or rather the “job centre”. The unemployed people seeking contact with the unemployment or rehabilitation authorities should only have to go to one institution to get the appropriate support they need. By this measure, the authorities hope for a decrease of time, not only in handling each case, but especially concerning the duration of the unemployment period for each individual. There is also an expectation of a qualitative increase in the outcome for the individual – better standards of the appropriate support. Finally, in the long-term perspective, the public authorities call attention to the fact that a more efficient way of working will lower the budgets. The One-stop-agency or Job centre has just started its activities. In time, an evaluation will confirm its success.

## Basic description of the background and setting

### *Challenges that the practice addresses*

From the citizen's point of view, he or she must confront one, two or three of these institutions to receive the appropriate support. Each institution handles the subject separately from the others – which in effect means that a person has to repeat his or her “story” over and over again. The institutions do have a long history of cooperation, but analysis of the process concerning the handling of unemployment or rehabilitation subjects shows that there is a lack of coordination and efficiency which prolongs procedures.

### *The context*

There are three public institutions dealing with unemployment and rehabilitation issues on the local level in Sweden – the Municipality (Social Services Department), the National Labour Agency and the National Insurance Office. These three institutions have different kinds of resources and different kinds of professional skills at their disposal.

Separate budgets and measures, separate objectives and difference in traditions of professional cultures are some of the hindrances to better outcomes for the subject – the citizen – namely his or her requirement for adequate support to acquire a job on the labour market.

By this coordinated “institutional” measure, a number of different kinds of solutions can be presented/offered to the jobless citizens – basic or complementary education, for example, language courses, vocational training, skills training, trainee ships, internships etc.

From the citizens' point of view, individual or family financial support can be solved in between the new institutional “partnership”.

### *Aims and objectives*

- » To create an efficient job-seeking procedure for the jobless citizen through an organisation of the public unemployment institutions on local level into one coordinated institution.
- » To decrease the unemployment procedure's time span for the citizen as well as for the institution.
- » The One-stop-agency should give better and more adequate support to the jobseeker and the unemployed through a wider range of adequate and individually tailored measures.
- » The One-stop-agency should increase the efficiency in job-matching procedures for the benefit of the unemployed and the job seeker.
- » Finally, within a year, the number of unemployed should decrease by half, compared to the original number of unemployed in the institutions coordinated separately.

### *Social innovation*

From a Swedish national point of view, the One-stop-agency context breaks through the traditional barrier of the National and Municipality responsibilities in terms of their different financing and budgets, their differences in professionalism and, in part, their differences in methods of working. Now, all these resources are combined. From the citizens' point of view, it makes life a lot easier to visit one institution instead of three.

## Case: Concise description and explanation of the practice

### *Main components or parts of the practice*

The main component is an organisational one. On top of that, the new institution and its staff are being introduced to the Lean Process method, to learn about the procedures of matching the job seeker with the job (the Toyota model of efficient work).

### *Timing – Start and duration*

The One-stop-agency was decided in autumn 2010; preparation work started in October 2010 and the Agency started out in January 2011. It is not a project, but is meant to continue.

### *Process – Development over time*

The organisational process has so far dealt with offices, recruitments, information, dissemination information, budgeting etc.

### *Overcoming challenges*

So far, challenges are more of a “cultural” kind among the professionals. There might be more challenges to come.

### *Transnationality*

This is not a EU-project. It is run by Swedish tax payers money directly through national finances.

## Key actors

### *Main actors involved*

The National Labour Agency, the National Insurance Office and the Social Services Department have had a dialogue which resulted in a formal agreement/contract.

### *Coordination mechanisms*

The main actors created a steering group and a working group among themselves. At the same time, the partners carried out an unemployment procedure process mapping guided by the Lean Process method.

### *Participation*

The reference and target group is made up of unemployed residents/citizens.

## Supporting programmes and funding sources

### *Total cost and sources of funding*

The budget and finances are part of the partners' ordinary public budgets.

### *EU financial contribution*

There is no EU-funding. The One-stop-agency should last longer than a limited project period.

## Immediate and lasting results

### *Beneficiaries*

Unemployed residents; residents in need of employment

### *Concrete results*

The One-stop-agency has been in operation for two months, so very concrete results are to be measured at the end of March 2011.

### *Impact on governance*

There is a strong belief that the One-stop-agency will change the field of unemployed residents/citizens.

## Lessons to be learnt

### *Success factors*

At the moment, the partners agree on the way to success!!

### *Barriers, bottlenecks and challenges*

Any new crisis on the global market – decreasing the job outcome on the labour market; the threat of the cheap labour from China and India.



### Duration

It is a long-term regular measure, not a project that is limited in time.

### Transferability

In the Swedish context, this is a pilot project, as it breaks through the traditional barrier of the National and Municipality responsibilities with their different financing and budgets.



Ronna neighbourhood (aerial view), Södertälje

### Information sources

#### Name of the initiative

“Fler i arbete” (“Jobless persons into the labour market”) or the “One-stop-agency”

#### Country/region/city etc.

Sweden, Stockholm region (without full parliamentary tasks), Södertälje

#### Administering organisation(s)

Municipality of Södertälje, the National Labour Agency and the National Insurance Office  
Södertälje kommun  
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#### Website URL

<http://www.sodertalje.se/Naringsliv--arbete/Arbetsmarknad/Insatser-for-arbetslosa/Huset-for-Fler-i-Arbete/>





# SIRACUSA – URBAN RENEWAL IN THE SANTA LUCIA NEIGHBOURHOOD

*Author: Mariagiovanna Laudani, European consultant, Catania*

The project aims to improve the deprived area in an interesting field of cooperation between the private and public sector on the issues of redevelopment of the city and improving the quality of life of the neighbourhood itself.

**Santa Lucia is part of the historical city of Siracusa and, with its historic settlement structure, is under cultural heritage protection. It is the neighbourhood close to the city centre, across the bridge from the historic island of Ortigia, which has a status of UNESCO cultural heritage site. The Local Action Plan focuses on housing policy for the younger generation. The neighbourhood has a relatively old population and the strategy is to attract younger people to the area. They are trying to implement the community involvement through workshops and programmes like the Agenda 21.**

## Overview

The Santa Lucia quarter was founded in the second half of the 19th century in the northern area of the urban extension. The name of the neighbourhood stems from the houses of the emerging middle class. It is composed as a “chessboard”. Currently, Santa Lucia, after years of gradual neglect and impoverishment, is the focus of a redevelopment project similar to those already carried out in Ortigia island, the historic city centre of Siracusa, which is located next to it.

The project “Urban renewal in Santa Lucia neighbourhood” is considered highly strategic, as it coincides with the objectives of Priority 1 of the Municipal Sustainable Development Plan.

## Basic description of the background and setting

### Challenges that the practice addresses

The Municipal Administration has started far-reaching action to support families to continue living in this area. The intervention of the City Council was proposed in a series of measures to order to guide commercial development and urban renewal. The aim is the recovery and reconstruction of the existing buildings with the objective of developing the regeneration of the community.

The renovation of the buildings should follow, as far as possible, the principles of ecological design (optimization of building insulation, maximum use of daylight, optimization of ventilation, use of ecological materials and of renewable energy).

A user manual will be written as a guide to green architectural techniques, and the Municipality will be carrying out awareness campaigns to publicise the benefits that can be obtained in terms of improvement of living comfort and the direct and indirect economic incentives for the citizens.

### The context

Santa Lucia is the name of the second district. It is considered the second historic district of Siracusa, also known as "Borgata" (historic suburb). The context of the district can be summarised in a "broad concept" that includes the degradation, the economic decline, urban decay, and what is worse, the deterioration of the family. The area was and still is mainly inhabited by elderly people; mid-aged and young people no longer live there).

### Aims and objectives

1. The project plans to select blocks that are particularly in decline, and low-density housing (a planning intervention), operating a policy of formal agreement between the City and private households, as an alternative to acquisition by eminent domain or relocation of the population. At the end of intervention measures, the private households can come back to their homes and have a consistent

standard of quality for their accommodations, an adequate amount of services and a certain amount of capital made from compensation for expropriation.

2. Moreover, to the owners of the buildings adjacent to the intervention, the City could provide grants for improvements (reconstruction of facades, technological equipment, use of alternative energy, etc.) thus facilitating a natural and ongoing process of regeneration.
3. Similar and transferable actions could include various forms of cooperation between public and private (e.g. sale of part of the property in exchange for works, supply of property, etc.).

The project aims to develop specific actions for the improvement of housing and building stocks in the area.

The project also includes the upgrading of public spaces and includes, in principle, the following categories of work:

- » renewal of paving and sidewalks
- » installation of new street furnishings
- » installation of new lighting
- » installation and construction of new vertical and horizontal signs.



Public space in Santa Lucia, Siracusa

### Social innovation

There are continuous contacts with social institutions and schools located in the neighbourhood, with the support of a socio-psychological team of the Municipality, in order to carry out an efficient and timely monitoring system on how new generations live in the area.

## Case: Concise description and explanation of the practice

### *Main components or parts of the practice*

Programmatic framework of reference:

#### 1. General Plan

The area is classified as follows (Technical Regulations for Implementation):

- » Article 16: Consolidated environmental value: Borgo S. Lucia train station – Zone B1.2
  - » “Statement detailing established environmental value”
- #### 2. Constraints
- » Presence of historical/archaeological constraints
- #### 3. Rules
- » Legislative Decree 22 January 2004, no. 42, “Code of Cultural Heritage and Landscape”
- #### 4. Project’s consistency with the town planning legislation and the constraints
- » The project is compatible.
- #### 5. Ownership
- » Almost all of the areas affected by the project (except Piazza Santa Lucia, public roads and the ancient archaeological site of the Arsenal) belong to private entities.

### *Timing – Start and duration*

The action started in 2010 and is still going on.

### *Overcoming challenges*

- » Bureaucratic structure of urban regeneration in Italian legislation; we overcome it thanks to the cooperation between the departments of the Municipality.
- » Finance of the project (thanks to EU funds)

### *Transnationality*

- » Policy of the Ministry of the Environment, thanks to Agenda 21 (the city has been involved since 2000)
- » Involvement in the POR programme (EU Regional Operational Programme), thanks to the PIST and PISU sub-programmes and to the Piano di Sviluppo Urbano Sostenibile (Sustainable urban development plan)
- » Programme of Urban Renewal for Sustainable Spatial Development (PRUSST), since 1996

## Key actors

### *Main actors involved*

- » Internal staff of the Municipality: prior training/information for internal staff of public relations and Council representatives of the district;
- » Creation of a place classified as a permanent information centre on the project (laboratory district/laboratory floor) and a point of listening to collect and compare opinions and suggestions of citizens and neighbourhood associations;
- » Planning of workshops with activities to involve residents directly affected by the interventions, encouraging social participation among the residents through the agreed definition of choices of building renovation, phases of the works and any plans for the transfer and temporary return of families. Through these activities, we seek to enable all the answers of solidarity, mutual help, sharing of responsibilities that can help the people of the neighbourhood to improve living conditions, quality of urban environment and social development.

### *Coordination mechanisms*

The coordination is made by the Municipality of Siracusa, Department of Public Works (responsible for the implementation of complex programmes).

### *Participation*

Medium participation of the citizens. This process is still ongoing.

## Supporting programmes and funding sources

### *Total cost and sources of funding*

The investment entails a total expenditure amounting to 25,000,000 EUR.

### *EU financial contribution*

Public funding: 33%  
(tax or ad hoc funding) from Regional Financing ERDF – OP 2007-2013 to the Region of Sicily & from Municipality of Siracusa  
Private resources: 67%

### *Annual budget in EUR*

3,570,000 EUR per year

## **Immediate and lasting results**

### *Overall impact*

It is a dense urban area built in the 19th century on the basis of an orthogonal grid; it is also characterised by a lack of homogeneous construction; it is generally poor and lacking open spaces and services, and it has a mainly residential function. The impact of the actions is very important because it is going to extend the historical city centre and improve the physical situation of the area.

### *Beneficiaries*

Citizens of the area and the entire citizenship of Siracusa

### *Concrete results*

General information:

- » Extension of the area: about 1.2 sq km
- » Population: 12,166 inhabitants
- » Ethnic composition: 97% Italian – 3% other ethnic groups
- » Average age structure: 60 years and more

The project takes into consideration the following figures:

- » Average size of 5,000 sq m of the area
- » Positive impact and improving of quality life for the local population: +30%
- » Distribution of work and salary for the employers working in the actions of about 540,000 EUR per year

### *Impact on governance*

The City of Siracusa has a system of local neighbourhood councils, which are very com-

mitted supporters of their neighbourhoods and active in creating new and creative solutions to – often urgent – local problems. In Santa Lucia, the Municipality is working in order to actively involve them into the project and to share their experiences and know-how with regard to the development of urban regeneration strategies.

## **Lessons to be learnt**

### *Success factors*

The project is still ongoing.

### *Barriers, bottlenecks and challenges*

- » lack of “social inclusion culture” and consideration of “rights” as “favours”
- » lack of self-organisation of the citizens
- » lack of economic resources
- » no fulfilment of concrete actions, but only knowledge, forums, experiences and dialogues
- » loss of interest when the municipality carries out a project without fully funding it for urban works and infrastructures

### *Future issues*

- » Sustainability of funding
- » Maintaining involvement of the partnership
- » Belief in a cultural change in the way the young unemployed approach the job market
- » Provision of good practices exchange, thanks both to other international cities and to the Intermunicipal Forums, and transferability of knowledge in sustainable urban development

### *Transnationality*

There are many obstacles to importing other models and policies.

### *Duration*

84 months

### *Transferability*

It is a known model and tested successfully in cities such as Barcelona and Genoa. In Sicily it can be considered as a pilot project and an instructive example for the population.



**Expert opinion**

It is a public intervention of renewing and upgrading areas of the neighbourhood which increases property values and involves people in the decision-making process.

**Stakeholder opinion**

- » Interest of the Municipality to actively involve the private sector and the common citizens
- » Starting a bottom-up approach
- » Funding investment in the area

**Information sources****Name of the initiative**

I progetti strategici del Piano di Sviluppo Sostenibile della Città di Siracusa (Mis.5 Delib.CIPE n.16/2002 modificata dalla Delib. CIPE n. 80/2002)

**Country/region/city etc.**

Italy, Sicily, Siracusa

**Administering organisation(s)**

Municipality of Siracusa and ATI Turner & Townsend Group, TAU Srl, Sinergheia Gruppo Srl – Aprile 2007

Municipality of Siracusa  
Dipartimento di Responsabilità dell'Attuazione di Programmi Complessi – Coordinamento dei Settori Strutture dell'Area Tecnica Lavori Pubblici  
Ing. Andrea Figura, Ingegnere capo – Comune di Siracusa  
Via Brenta 81  
96100 Siracusa – Italy  
Tel: +39 0931 451017  
Mail: andrea.figura@comune.siracusa.it

**Interviewed persons**

Mr Dante Accolla, representative of the neighbourhood of Santa Lucia

**Other documentation sources**

Feedback of the actions produced by representative of the area (in Italian)

#### 4.4 Measuring the Effects: Monitoring and Evaluation

In times of scarce public resources it is getting more and more important to look at the projects in which resources have been invested. In order to optimise the effectiveness of activities and the achievement of objectives it is crucial to monitor whether resources – no matter if natural, financial or human resources – are being used optimally. By carrying out an ideal monitoring it is not only possible to detect weak points but also to discover the strengths of a project. This way the elimination of weaknesses and the promotion of strong points can be achieved, resulting in an optimisation of the project's efficiency.

There are a vast number of monitoring approaches and models. Institutions in Europe are working in different ways with different standards. The RegGov network, in the cluster work and in a thematic seminar, identified two main systems to observe its work. On the one hand they use city-wide monitoring systems, on the other hand programme-related and project-related monitoring systems. The activities in this field ranged from the principles of monitoring and the state of affairs in the cities (selection of indicators, defining of areas, methods) to the use of monitoring results in neighbourhood policy, especially of disadvantaged neighbourhoods.

“Studying a list of indicators there are some I don't know how to measure. We should find the indicators which are accessible to be collected. The first task to be able to start would be to make a list of central and easy indicators. It was a new aspect to me that the mass of data can only be used by the experts. The experts have to select and translate the data to politicians when they need them for certain issues.” (Peter Nagy)

##### City-wide monitoring systems

City-wide monitoring systems are not linked to any specific integrated regeneration scheme, but rather to the development in the different areas and neighbourhoods of a city. The imple-

mentation of such systems provides local professionals and politicians with an early warning system. It allows them to intervene in critical developments at an early stage. This can prevent situations where problems have reached a degree that serious and cost-intensive intervention is required.

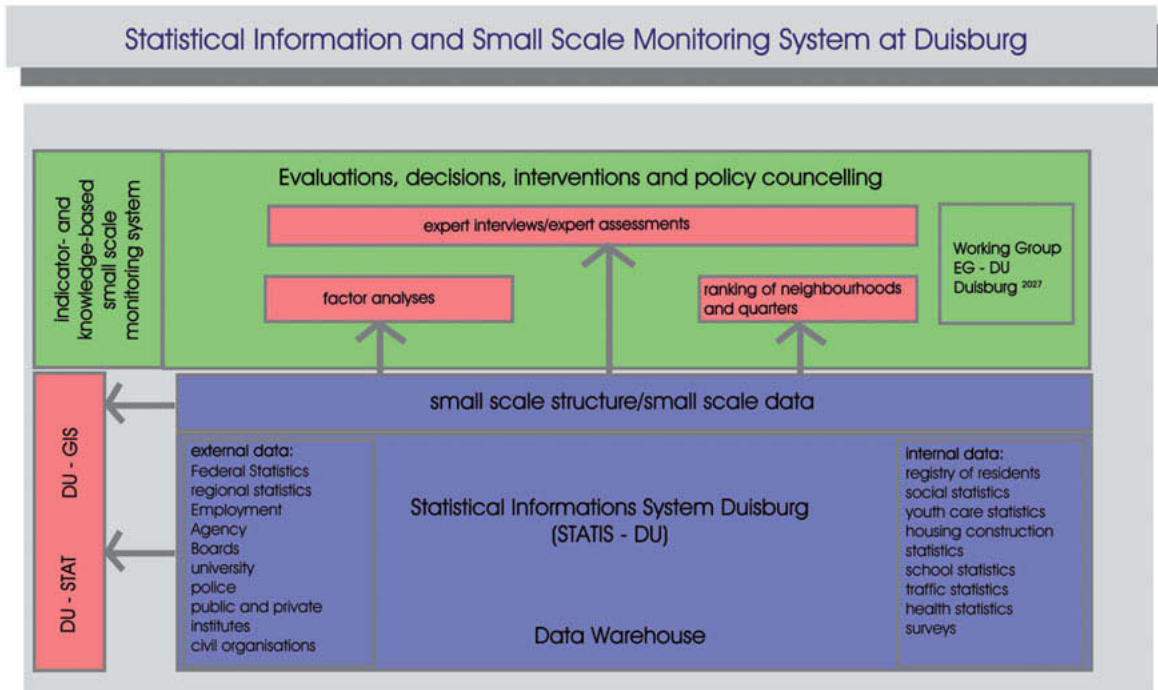
With standardised city-wide monitoring systems, normally the demographic development of a city is observed in terms of age structure, ethnic composition, number of citizens and tendencies of fluctuation. These might be indicators that give an impression of whether the city as well as its individual districts and neighbourhoods are attractive, or whether problems and certain unbalanced developments are accumulating in particular areas.

At the same time, city-wide systems usually also monitor the housing market as well as the provision of housing and its quality, because their negative development is often a sign of cumulative degradation and growing problems. The social situation is equally important. It includes data on income, dependency on social transfer payments from the state as well as educational participation and achievements. Very much linked to this thematic field is the rate of employment and unemployment in an area. Also, the environmental situation needs to be taken into account. Over the last years, safety has become an important topic of city-wide monitoring systems.

##### City-wide neighbourhood monitoring in Duisburg

Since 2006, Duisburg has developed an overall monitoring system for its 46 neighbourhoods and 108 quarters. This system is based on different methods and on the participation of different stakeholders, both from the city administration and from external organisations. The system has, up to now, mainly been used for the aims of early warning, of selecting programme areas and of legitimising urban renewal measures in these areas within political and funding decisions.

The Statistical Information System of the City of Duisburg is an important pillar of the overall monitoring system. It is based on quantitative data stemming from city internal and external



sources and refers to the neighbourhoods and quarters of Duisburg as spatial units. It encompasses an indicator system covering the main areas of social life in the neighbourhood/quarters. These indicators are presented both as tables and as thematic maps, and in the near future are going to be included into the Data Warehouse DUVA. They are condensed into indexes of social deprivation and utilised for ranking Duisburg's neighbourhoods and quarters with regard to social deprivation.

#### *Programme and project related monitoring systems*

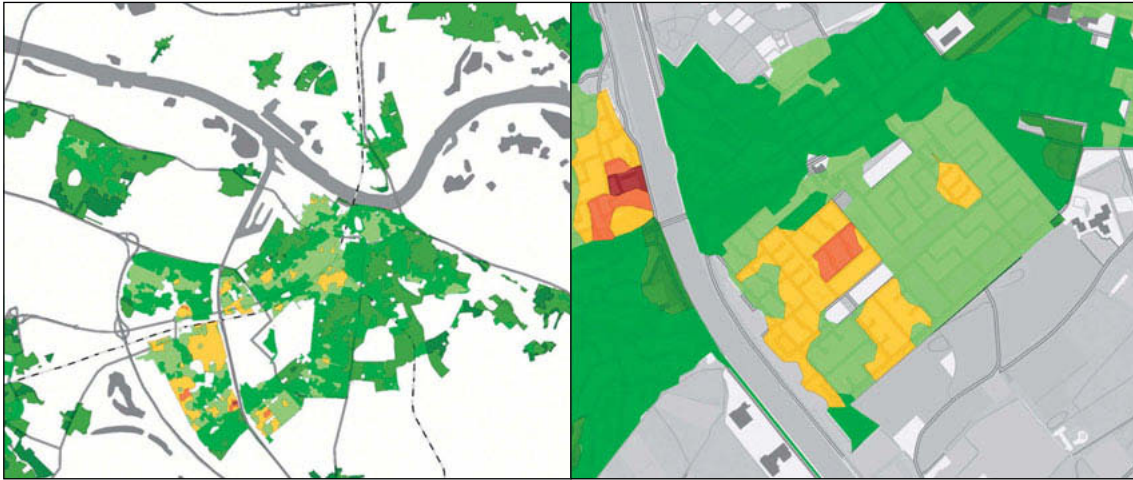
Programme and project related monitoring systems observe and measure the progress and achievements of single projects like integrated neighbourhood regeneration strategies. There is a need to monitor if and how the implemented strategies work, which elements are successful, which ones need to be adjusted and how the best possible and most sustainable effects of such strategies can be achieved. Such programme and project related monitoring systems are no less important for local professionals and politicians than city-wide monitoring systems. They allow persons responsible to make decisions concerning possible corrections in local approaches and to justify the resources invested in their policies. Programme and project related monitoring systems also

become more and more important to regional authorities in their new function as Managing Authorities for the European Structural Funds.

“These data are very good for the analysis of the ranking of the areas in need of support and funding, but the data cannot show the effects of the measures for the single project or for the programme. All running cities in North Rhine-Westphalia had to participate in a programme evaluation. A good project documentation is necessary on spent funding, but also as a long-term input on the qualitative and quantitative outcomes. How many people have participated, what did they learn etc.? It needs more consistency.”  
(Wolfram Schneider)

At the very beginning of the implementation of a programme and project related monitoring system, it is important to check if all partners can agree on a set of detailed operational objectives to which they all contribute with their activities and resources.

Furthermore, it has to be assured that the activities planned in the framework of the integrated Local Action Plan are suitable to achieve these objectives. During the realization of the LAP activities it is most important to make sure that



*Livability score elaborated at national level for Nijmegen, at neighbourhood and quarter levels.  
From yellow to red: areas with problems*

the activities lead to the intended outcome and that the outcomes lead to the intended effects. In some cases, corrections “in progress” are necessary.

for Dutch cities to run such a research department. Every two years, Nijmegen undertakes a city-wide and neighbourhood based monitoring. Additionally, the Department for Research and Statistics does an annual monitoring of the inner city because of the city centre's economic importance.

As a quantitative method, the department uses statistics as well as inquiries among the population and subgroups. In addition, it does a special form of qualitative research. In all parts of the city which are covered by the Neighbourhood Monitor, a list of professionals and representatives of the local population gets compiled. All people listed receive a mail so that they can inform the Department about the most important developments in their neighbourhoods. This information helps the Department to back up its statistics.

After ascertaining and evaluating all data, the Department for Research and Statistics releases a Monitoring Report. This report consists of some 15 thematic chapters, including the image of the city, demographic information, culture, the social environment, traffic and transport etc. The sum of the themes represents a detailed image of the City of Nijmegen.

Furthermore, there is a specific report with the results for the neighbourhoods. The Department communicates the results of each monitoring to all departments, to the representatives of the neighbourhoods and to the neighbourhood managers. The representatives of the

“Very important is the will of the departments. All units in the municipality should know that collecting and using data is very useful for the development of our city. If we don't have an idea on the situation of the single neighbourhoods, we don't know where to start. Data is a good basis for priority setting. We also have to clarify the right units for data collection (e.g. streets or quarters). Concrete steps: We have to start a discussion among the departments and inform them about these outcomes.” (Tomasz Rzezucha)

#### Monitoring of Local Action Plans in Nijmegen

The monitoring system that had been developed by the City of Nijmegen is impressive because of the variety of adopted methods, the number of collected datasets, the innovative approach to interpretation, the importance for the local politics, all of which made the effort for the Department of Research and Statistics affordable.

The system serves the monitoring of developments on the level of individual neighbourhoods as well as on city level. The monitoring is carried out by the Department for Research and Statistics within the Municipality. In contrast to other European cities, it is very common



neighbourhoods and interested citizens are informed by the municipal communications.

### *Evaluation of neighbourhood development projects*

The necessary evaluation studies on projects, especially on social projects, is just as much a matter of good monitoring as the collection of statistical data and information from population surveys. What is the output, what are the effects? What are the success stories, what are the failures? Content and techniques (how to do evaluation studies) have been introduced and the desirability and possibilities of evaluation have been discussed.

### *The regional evaluation system of North Rhine-Westphalia*

Designing and implementing a monitoring and evaluation system is done by the regional authorities of North Rhine-Westphalia in a shared interest with their cities. The regional government as well as the cities have an interest in the optimisation of the use of public resources and in transparency concerning the use of these resources. Because of the splitting between the region and its cities, the monitoring system contains different elements on regional and on local level. On the level of the federal State of North Rhine-Westphalia, it contains an indicator-based monitoring of all areas as well as an analysis of cooperation and participation processes. Also, case studies dealing with defined topics in depth and detail are included in the monitoring system on regional level.

Self-evaluation is considered to be a continuous process in the neighbourhoods. This is why there has not been a central scheme delivered from the regional Ministry to the municipalities. Every neighbourhood within the programme has different framework conditions and can create its own evaluation process based on their own needs.

On the local level the monitoring system contains a self-assessment of the local projects and a standardised reporting system, with all results and data being assembled and analyzed by the Managing Authority. Monitoring taking the form of a self-assessment means that the local action plans and their implementation are not evaluated by external experts,

“It was interesting to hear from the experiences, but also about the reluctance of politicians to face a transparent and clear picture. An accurate picture of a neighbourhood can help to fight the stereotypes which some neighbourhoods are suffering from. It can be stigmatizing, but it can also prove that they are not as bad as previously thought.” (*Viktoria Hegedus*)

but rather by the local actors themselves. This has the advantage that the local conditions are fully taken into account in the framework of the evaluation, which leads to high motivation of all stakeholders.

What has been implemented on the regional level is a system of indicator-based monitoring. 57 indicators are being used, mainly relating to topics like demography, migration, poverty, housing and education. The objective is to give a picture of the general development and possible changes that occurred or were achieved in the programme areas.

### *Mainstream practice in Södertälje*

The Municipality of Södertälje has a long tradition of monitoring and of using statistical data as a means for analysis and planning for the overall annual and long-term budget and public activities to be decided at the City Council level. At an overall municipal level, monitoring is the instrument for the planning processes of issue such as demography, age, sex, nationalities, immigrants/migrants/emigrants, education, educational levels, elderly care, various social services, employment/unemployment, sector employment, labour frequency, income, business/entrepreneurships, sports and leisure, democracy, crime, security, public health, housing, ownership, land use, commuting etc.

In addition to the main data, there is also a number of sub-clustered data as offshoots of the main labels. In the Master Plan Office, a number of data instruments are being used to support the physical planning process. The main collection of data is normally presented on an annual basis.

Data is normally delivered in cooperation with the National Agency of Statistics. The Agency

is in charge of the collection of statistical data inputs from all Municipalities in Sweden (from the Municipality's public activities and obligations) and from the Counties (hospitals, illnesses, heart attacks, cancer etc.) the National State Agencies (for example on employment, labour frequency, migration, population statistics etc.) and in collaboration with the Tax Authorities. The National Agency of Statistics also makes its own regular surveys on other issues of national or local importance.

The "breaking-down" of data on the smaller area units has been a possibility for a long time, but has not been in use until the first agreements on urban local development between Municipalities and the National Government were realised in the middle of 1990. From then on, statistics and monitoring have been some of the main instruments for the analysis, the planning process and the production of the local action plans. Other instruments have been interviews, citizen dialogues, focus groups, open space activities etc.

### *Common issues*

The work in this thematic field has confirmed how important monitoring and evaluation are for neighbourhood development. Long-term experiences in monitoring urban renewal projects were the basis for a fruitful exchange.

The experiences from the colleagues from Nijmegen confirmed the efforts for monitoring as an essential tool within the urban renewal process. From the Dutch experience, research (statistics) and policy are very important cooperation partners in the Municipality. The cooperation between institutions can also be applied for other situations in the city. You have to use the knowledge available among employees and policy-makers in an intelligent way.

The evaluation experiences from the regional level in North Rhine-Westphalia have been promising and have shown the connection to the self-evaluation at the very local level. There are two main types of outcomes: The impact on city level (project evaluation) and the impact on MA / regional level as an improvement of rules and adjustment of measures (evaluation at programme level).

Outputs and outcomes have to be clearly distinguished during the evaluation. After a long period of carrying out projects which concern a limited area, a limited amount of money and a limited period of time, there needs to be a better connection to mainstreaming. This is why strategic aims, outputs and outcomes must be very clear from the beginning.

The enthusiasm of the participants from the East European cities is encouraging. The speed at which they are rebuilding their municipal institutions, and their will to learn from other colleagues, is one of the main achievements in this cluster.

In terms of evaluation of RegGov, it would be worthwhile to monitor that. Are the cities really going to start new incentives with regard to statistics, monitoring and evaluation studies? Do they succeed, and what are the reasons for success or for failure?

This refers not only to a legitimising aspect of funding, but also to the support that function monitoring can assume in terms of a detached reflection on the long-term sense and effects of activities in deprived neighbourhoods. For a serious documentation of these long-term effects, this field should assume much higher importance – already in the project application phase. In an integrated approach, new and intensified forms of cooperation between the municipal departments of urban development and of statistics and research should be developed.

Above all, the work on this topic was the attempt to determine what lessons to learn for cities that are still at a (relatively) early phase of real data collection and monitoring. It was striking that this related less to techniques and more to behaviour and action in reaching commitment in the administration and organisation for statistics, monitoring and research, a real question of governance relations.



## 5. LESSONS LEARNT: RECOMMENDATIONS FOR REGIONAL GOVERNANCE

“Only strengthening the edges of society we can preserve its centre.” (Löhr 2009)

The Fifth Cohesion Report published in November 2010 (cf. EU Commission 2010b, URBACT Secretariat 2011) draws urban conclusions with a strong multi-level governance approach. Financial resources have to be integrated into the urban agenda. Urban actions, the resources, and the cities concerned should be clearly identified in the programming documents.





*URBACT capitalisation at programme level,  
Thematic pole meeting, 2009, Paris*

From a study on cohesion policy support for local development commissioned by the Directorate General for Regional Policy, recommendations have been developed. Merja Haapakka of DG REGIO presented the results during the 3<sup>rd</sup> Thematic Seminar of RegGov in October 2010. Among other aspects concerning integrated funding or continual capacity building, the urban dimension is considered essential, on the upper governance levels as well. They recommend a stronger mobilisation of the local level in the next ERDF programming period due to the ability of the local development approach to mobilise individual citizens, private partners, the social economy and all kinds of stakeholders (cf. DG REGIO 2010).

Due to the growing need to interrelate between public authorities and complementary private resources and actors, it is fruitful and essential to reflect on and analyse in an innovative way the development of new perspectives in neighbourhood and urban development. The “multi-level approach” of governance is concerned with different administrative and government levels, spaces, sectors, kinds of integration. The governance concept bridges traditional research and action fields and helps to classify complex constellations and issues (Benz 2007, 299).

In the RegGov network, local practice and common exchange have proved the importance of a series of main factors dealing with steering and self-regulation patterns. From the case studies presented, the main objectives and central elements of integrated neighbourhood development have been confirmed:



*URBACT Annual Conference 2009, Stockholm*

- » Active involvement of residents and neighbourhood key actors on their concerns and needs
- » Reliable cooperative neighbourhood management
- » Development of a socio-cultural infrastructure
- » Establishment and stabilisation of local economy and employment strategies
- » Improvement of living conditions and amenity values of the public space
- » Stabilisation and improvement and renewal of the physical situation in the neighbourhood

Strong vertical interrelations between the local level of governance and regional and national framework conditions can be observed in all partner countries: political culture, the traditionally different roles of certain stakeholder groups or national legislation concerning administrative systems and competences influence these interrelations.

Among the nine RegGov partners this framework leads to different profiles:

- » a relatively high autonomy of the political-administrative actors in the determination and implementation of urban development strategies fulfilling mostly the authority function,
- » an openness of the political-administrative system to horizontal governance forms and the involvement of different sectors and private economic actors for local development,
- » trustful and direct relations, especially of the local authorities to the affected inhabitants and disadvantaged groups which are difficult to approach, enhancing broad engagement and participation in neighbourhood issues.



Horizontal links between institutions and sectors are becoming a common practice. Vertical interrelations between different administrative levels are increasingly based on informal negotiations. The local decision-making process for development strategies is relying more and more on network creation, problem-solving and a broad consensus among selected key actors (cf. Harding 1997).

Activation and involvement of inhabitants has become one of the most important instruments, especially in the case of deprived neighbourhoods in which residents usually have no strong voice of their own. Some of the partner cities have already gained long-term experiences in these fields, in other cities creating a

local support group and starting public consultation processes in the neighbourhoods have been completely new experiences.

In most cases, these experiences have been seen positively. However, instruments related to the activation and involvement of inhabitants have to be used carefully in order not to create expectations which cannot be fulfilled within a certain timeframe.

A commonly developed “short list“ of ten main requirements and recommendations for multi-level governance of deprived neighbourhoods shall help to summarise and focus the outcomes of the RegGov activities. Decision-makers and authorities at all levels are addressed.



*RegGov partners in the Town Hall of Satu Mare*

# TEN RECOMMENDATIONS

## Challenges and Conditions of Good Multi-Level Governance

1. **Strengthening regional governance from the bottom up: No local projects without integrated city-wide strategies**

The learning process within the RegGov network showed the importance of embedding the neighbourhood plans in city-wide schemes in order to create a political-strategic support. Local Support Groups have been established within the URBACT programme and have been confirmed as a strong element in capacity building, but they should be built with a focus on the link between neighbourhood and city-wide master plans and strategies.
2. **Integrated urban development: Area-based and cross-sector approaches**

There should be a continuous link between all stakeholders and scales of intervention. Public, private and civic actors have to agree upon strategic cross-sector priority areas, including social, economic and environmental factors. All activities and funding should be focused on these intervention areas, taking into account neighbouring areas and a broader scope. The creation of major acceptance and good public relations (local press) signify very important forms of support.
3. **Activating and enabling inhabitants: Short-term successes and long-term visions**

Within an integrated perspective, a long-term view has to be developed, but it must be complemented by the principle of small steps and small successes. This is a highly motivating factor for inhabitants, and fosters their willingness to participate actively in further activities in their neighbourhood. This can be supported at the MA level with a two-step decision-making procedure: first, by submitting short proposals and receiving a positive response on funding opportunities, before subsequently investing large amounts of time and workload into applications. Less bureaucracy and more work in the deprived neighbourhoods – these are the overall objectives.
4. **City networking: Give institutions a face and foster mutual trust**

The creation of networks between programme areas in cities and regions as learning communities has a clear added value for capacity-building within the local programmes and strategies in the individual cities. At the same time, the continual transfer of information creates an open climate of cooperation based on mutual trust, stretching from the neighbourhood level right up to the Managing Authority.
5. **Coalition-building: Cooperation as a principle of work**

The cooperation between Managing Authorities and cities as well as regional cooperation between cities are preconditions for a successful and efficient implementation of urban renewal projects. In many cases capacity-building is still needed to become partners. The Managing Authorities should have a good and up-to-date insight in projects at city level. This is central in order to obtain a balanced and efficient use of public funding related to the overall development objectives.

Within RegGov, the foundation for further activities has been laid by three years of intensive work with the involvement of the local community. The participative and socially integrative work and the involvement of the residents are persuasive factors and have to be communicated to the Managing Authorities, so that they can also be adapted to other funding programmes. This kind of involvement of residents should be obligatory and included for structural funds projects with a certain amount of funding in the different programmes.

On the one hand, monitoring systems are useful as an early warning system for other neighbourhoods with upcoming problems, which can begin to learn from the development in deprived urban neighbourhoods. On the other hand, in the Operational Programmes there should be control stations to monitor aspects such as long-term urban development policy and sustainability.

It is a long-term and complex process to build up trust and stable neighbourhood structures. The integrated approach in short-duration projects is not the only universal truth. The right time and the right topic must also be identified, and the specific integrated approach for the local context must be chosen. As long as the integrated approach relies only on additional funds, they remain transitory. Instead of “phasing out”, solutions should be found for retaining sustainable neighbourhood management structures for a longer period (from single projects to mainstreaming).

More knowledge about funding programmes should be provided, and more possibilities should be offered for cross-financing in the Local Action Plans, e.g. between ERDF and ESF. There should be a tight coherence between Operational Programmes at national and regional levels. Managing Authorities should consult municipalities to get informed about their experiences before setting up the rules at the upper levels.

The EU 2020 strategy foresees a coordinated strategic approach. Of key importance, not only for deprived urban neighbourhoods, will be the identification of aspects related to cohesion policy that can be tackled mainly at local level. A stronger role for cities in implementing cohesion policy and strengthening the urban dimension will be required. But this cannot be done by the cities on their own. From a governance perspective, the additional value of a broad platform of stakeholders, both public and private, who are involved at all relevant levels and bundle their findings and experiences, is too often underestimated. This, however, is crucially important, not only at the city level, but also for programmatic enhancements at all levels.

6.  
Physical and infrastructure investments: Linked to socially integrative activities

7.  
Monitoring at all involved levels: Early warning system and seismograph of results

8.  
Special funding programmes: A chance for social innovation input in mainstream policy

9.  
Bundling where necessary: Stronger integration at programme level

10.  
Urban agenda: The strong role of cities in the next EU funding period





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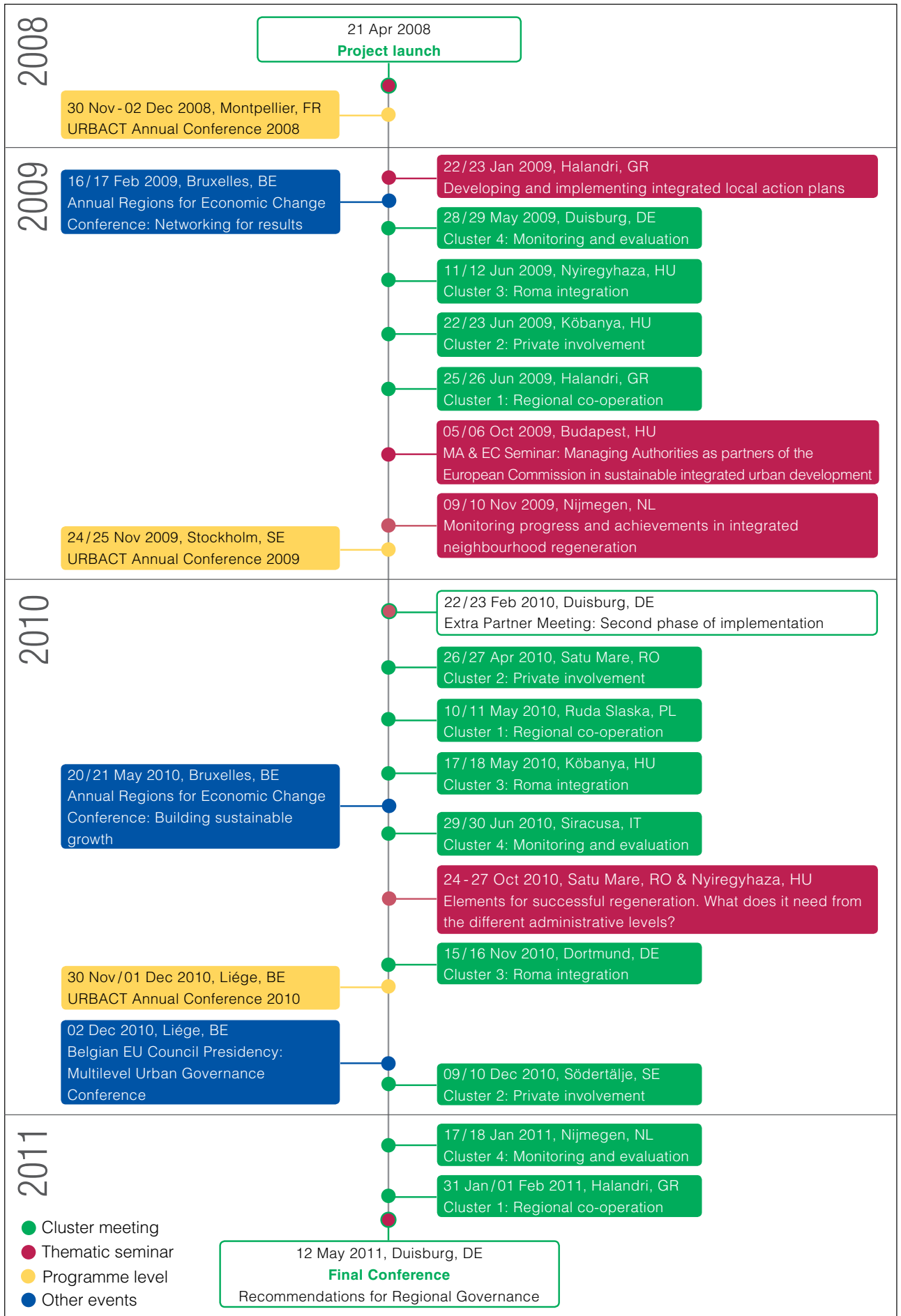
## RegGov Outputs: Publications

Title of the publication	Published
RegGov Newsletter 8	June 2011
RegGov Final Report <i>Abstracts and "Ten Recommendations" in partner languages available</i>	May 2011
Local Action Plans for the Regeneration of Deprived Urban Areas <i>English abstracts of the LAP from Duisburg (DE), Halandri (GR), Köbanya (HU), Nijmegen (NL), Nyiregyhaza (HU), Ruda Slaska (PL), Satu Mare (RO), Siracusa (IT), Södertälje (SE).</i>	May 2011
Brochure on perspectives of the Socially Integrative City in NRW <i>The brochure „Sustainment of Integrative Neighbourhood Development in Disadvantaged Urban Areas in North Rhine-Westphalia”, Authors: Thomas Franke, Wolf-Christian Strauss (Difu), has been released by the Ministry for Economic Affairs, Energy, Building, Housing and Transport of the State of North Rhine-Westphalia.</i>	May 2011
Manual for Practical Use in Cities and Regions – Thematic Clusters <i>Summary of the common work within the 4 Thematic Clusters</i>	Apr. 2011
Thematic Manual – Seminar Reports <i>Summary of the 3 Thematic Seminars and the Joint MA &amp; EC Seminar</i>	Apr. 2011
Expert article of the RegGov context <i>Petra Potz, Lead Expert: Private Actors in Neighbourhood Management. A resource for integrated urban development. URBACT Secretariat, Paris. Online publication. <a href="http://urbact.eu/fileadmin/general_library/Private_actors.pdf">http://urbact.eu/fileadmin/general_library/Private_actors.pdf</a></i>	Apr. 2011
RegGov Newsletter 7	Apr. 2011
Seminar Report – Cluster 1   Meeting 3 <i>Cluster 1: Regional Cooperation, Halandri (GR), January/February 2011</i>	Mar. 2011
Seminar Report – Cluster 4   Meeting 3 <i>Cluster 4: Monitoring and Evaluation, Nijmegen (NL), January 2011</i>	Mar. 2011
Seminar Report – Cluster 2   Meeting 3 <i>Cluster 2: Private Involvement, Södertälje (SE), December 2010</i>	Feb. 2011
Seminar Report – Cluster 3   Meeting 3 <i>Cluster 3: Roma Integration, Dortmund (DE), November 2010</i>	Jan. 2011
Thematic Seminar Report – 3rd Thematic Seminar <i>3rd Thematic Seminar, Satu Mare (RO) and Nyiregyhaza (HU), October 2010</i>	Jan. 2011
RegGov Newsletter 6	Dec. 2010
Seminar Report – Cluster 4   Meeting 2 <i>Cluster 4: Monitoring Systems, Siracusa (IT), June 2010</i>	Nov. 2010
RegGov Newsletter 5	Sep. 2010
Good Practice Brochure from North Rhine-Westphalia <i>The brochure “Socially Integrative City in North Rhine-Westphalia – getting deprived urban areas back on track” has been released by the Ministry for Economic Affairs, Energy, Building, Housing and Transport of the State of North Rhine-Westphalia (NRW).</i>	Sep. 2010
Seminar Report – Cluster 1   Meeting 2 <i>Cluster 1: Regional Cooperation, Ruda Slaska (PL), May 2010</i>	Sep. 2010



Title of the publication	Published
Seminar Report – Cluster 2   Meeting 2 <i>Cluster 2: Private Involvement, Satu Mare (RO), April 2010</i>	Sep. 2010
Seminar Report – Cluster 3   Meeting 2 <i>Cluster 3: Roma Integration, Köbanya (HU), May 2010</i>	Aug. 2010
RegGov Newsletter 4	June 2010
RegGov Newsletter 3	Apr. 2010
Documentation of the Extraordinary Partner Meeting <i>Extraordinary Partner Meeting: 2<sup>nd</sup> phase of implementation, Duisburg (DE), February 2010</i>	Mar. 2010
RegGov Article in the Parliament Magazine	Mar. 2010
Thematic Seminar Report – 2 <sup>nd</sup> Thematic Seminar <i>2nd Thematic Seminar, Nijmegen (NL), November 2009</i>	Feb. 2010
Thematic Seminar Report – 1 <sup>st</sup> Thematic Seminar <i>1st Thematic Seminar, Halandri (GR), January 2009</i>	Feb. 2010
Seminar Report – Cluster 2   Meeting 1 <i>Cluster 2: Private Involvement, Köbanya (HU), June 2009</i>	Jan. 2010
Seminar Report – Joint Seminar for MA & EC <i>Joint Seminar for Managing Authorities and the European Commission, Budapest (HU), October 2009</i>	Jan. 2010
Seminar Report – Cluster 1   Meeting 1 <i>Cluster 1: Regional Cooperation, Halandri (GR), June 2009</i>	Jan. 2010
Good Practice Reader <i>Public-Private Partnership in Integrated Urban Policy</i>	Dec. 2009
RegGov Newsletter 2	Dec. 2009
Report <i>Official Opening of the Huszarvar Socio-Cultural Centre in Nyiregyhaza (HU)</i>	Dec. 2009
RegGov Newsletter 1	Nov. 2009
Expert Article of the RegGov project <i>English translation: Brigitte Grandt: Regional networking of sustainable integrated urban (neighbourhood) development – The URBACT II RegGov project. In: Informationen zur Raumentwicklung / Information on Spatial Development, Special issue: Social Cohesion in European Cities, no. 6, 2009, edited by: Bundesinstitut für Bau-, Stadt- und Raumforschung (BBSR) im BBR / Federal Institute for Research on Building, Urban Affairs and Spatial Development, Bonn</i>	Nov. 2009
Seminar Report – Cluster 4   Meeting 1 <i>Cluster 4: Monitoring Systems, Duisburg (DE), May 2009</i>	Nov. 2009
Seminar Report – Cluster 3   Meeting 1 <i>Cluster 3: Roma Integration, Nyiregyhaza (HU), June 2009</i>	Nov. 2009
RegGov Baseline Study <i>Baseline Study of the RegGov project published at the start of the Implementation Phase</i>	Oct. 2008

## RegGov Seminars and Conferences: Timeline



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# IMPRINT

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## RegGov Final Report

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AN URBACT II PROJECT

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal changes. URBACT helps cities to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 300 cities, 29 countries, and 5,000 active participants. URBACT is part-financed by the European Union (European Regional Development Fund).

Integrated approaches to the development of deprived urban neighbourhoods have proven to be successful in many old EU Member States over the last decades. Crucial factors for success are efficient co-operation and a high level of trust in and between neighbourhoods, cities and their Managing Authorities. The challenge is how to develop, implement and fund such policies at a broad European level. The RegGov Network focused on making practical experiences accessible and supporting partners to develop and implement new integrated strategies for sustainable neighbourhood and urban development.

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